


# Table of Contents

1. INTRODUCTION LETTER
2. EXPERIENCE
  - EXPERIENCE SUMMARY
  - PROJECT EXPERIENCE
    - The Camp
    - The Lab
    - Project C
    - Creative Offices
  - ARTS COMMUNITY EXPERIENCE
  - ART AND CULTURAL EVENTS
  - REFERENCE LETTERS FROM ART ORGANIZATIONS
  - TEAM EXPERIENCE & PROPOSED ROLES
  - WORKING WITH NEIGHBORS
  - COMMUNITY DEVELOPMENT RECOGNITION
3. ORGANIZATION
  - ORGANIZATION SUMMARY
  - PROJECT TEAM RESUMES
  - ORGANIZATIONAL TREE
4. FINANCE
  - FINANCIAL CAPACITY SUMMARY
  - REFERENCE LETTERS
5. DESIGN
  - DESCRIPTION OF PROJECT CONCEPT
  - SITE PLAN, ILLUSTRATIONS, PROGRAM
  - CONSTRUCTION SCHEDULE/PHASING
  - DEMOGRAPHICS SUMMARY
  - PHYSICAL INTEGRATION WITH TCA
6. ARTS FOCUS
  - OPERATIONS STRATEGY
  - TENANTING
  - TENANT LETTERS OF INTEREST & RECOMMENDATION LETTERS
  - PROJECT MIX
  - COOPERATION WITH TCA
7. SUMMARY

 At the turn of the century Elbert Hubbard, an American entrepreneur, established the Roycrofters handicraft community in East Aurora, New York. Although begun primarily as a publishing facility and the specific business of making books, the Roycrofters' enclave expanded into furniture design, copper works and multiple art disciplines. Their roots extended deep into the local community and they soon attracted visitors from around the world. This was truly the original American "artist village". (see [www.roycrofter.com](http://www.roycrofter.com) for more information).


AOA, Area of Arts, will be a modern day facility to promote, nurture, support, and cultivate the very talented artists and art manufacturers in the Tempe/Phoenix area. Our vision is to bring together multiple creative disciplines such as sculptors, painters, music schools, a culinary institute, glass blowers, print shops and other creative energies in a synergistic environment.

An eclectic series of buildings and structures surrounds a central park and promenade forming the AOA grounds. The park acts as the place for community gatherings, art displays and events. A series of gardens, large/permanent sculptures as well as rotating pieces form backdrops for outdoor exhibitions. The park meshes into outdoor patio restaurants, tea and coffee houses, and unique boutiques forming the heartbeat of the project.

Upon completion, the AOA's on site staff will nurture community development and interaction and curates cultural and entertainment activities to support the commerce of the AOA.

The LAB Holding, LLC is honored to submit our proposal as master developer of AOA.

Shaheen Sadeghi  
LAB Holding, LLC





*Experience*





# Experience

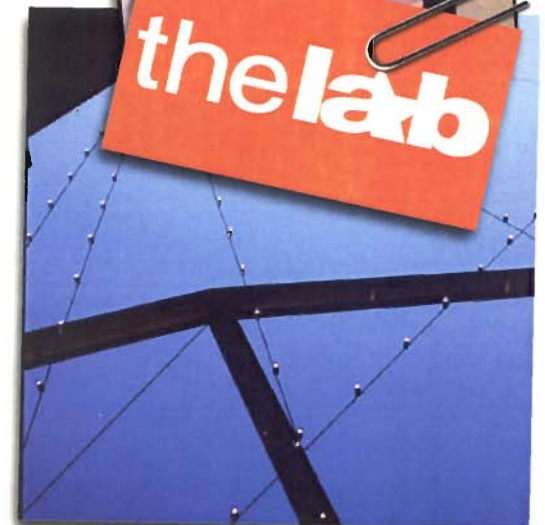
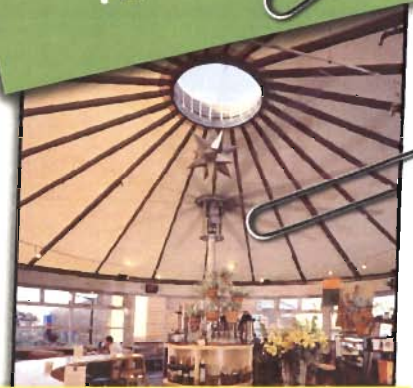
The LAB Holding, LLC team is uniquely qualified to envision, design, construct, program and operate the proposed AOA project, a link between the public and the arts, in tandem with the emerging Tempe Center for the Arts.

With over 20 years experience in innovative retail and commercial real estate, our success includes world renown retail centers as well as gallery spaces, creative office units and planned eco friendly urban mixed use projects with both restaurant and residential components. Most importantly, we are experienced in the long term operation and on-site, hands-on management of all our projects. This is an important commitment to our tenants which also reinforces community relationships and supports organic commercial growth.

The acronym, "LAB", stands for "Little American Businesses". Apart from any other developer, our experience encompasses creating new business concepts, developing innovative venues, and combining these opportunities with respected local operators for sustainable, growth-oriented seed businesses. This is a revolutionary departure from formula in the commercial development field where homogenized centers are built with national mall chain tenants. The LAB Holding team is in the business of specialization, customization and community building.

Our roots extend deep in the O.C. and Costa Mesa, the "City of the Arts". LAB Holding, LLC initiated the vision and chaired the committee which developed the recently incorporated SoBeCa arts district, an acronym for South on Bristol, Entertainment, Culture and Arts. This strategic 39 acre area, of which LAB Holding owns 14 acres, has been rezoned as a mixed use arts district, all within a mile of the famous South Coast Performing Arts Center, a 300,000 sq.ft. multi arts complex. Our background in the arts as well as our commitment to community are what set us apart from our conventional brick and mortar counterparts.

Following are brief descriptions of key projects which the LAB team envisioned, built and continues to operate as the similarities of these projects to the AOA project in Tempe.





# THE CAMP

thecampfire.com

*Total Tenants* 12; occupying approximately 3.6 acres

## *Current Tenants*

### **ADVENTURE 16/PATAGONIA:**

Adventure 16 offers a large selection of quality outdoor clothing, gear, accessories and luggage from top name-brands for all your mountaineering, backpacking, camping, climbing and travel needs. The credible staff offers extensive customer service and expert advice for beginners and seasoned explorers alike.

### **ACTIVE RIDE SHOP:**

Active is a youth culture phenomenon. Working side by side with star athletes and leading manufacturers, they bring the customer the definitive retail experience for fashion, footwear, surf, skate, and snow needs.

### **CYCLEWERKS:**

CycleWerks promises you the best value for all your cycling needs at great prices. They offer professional service by a friendly, knowledgeable staff.

### **LIBURDI'S SCUBA CENTER:**

The most highly-respected scuba diving educational facility in Southern California and one of the nation's top underwater photo facilities. The family run center offers a state-of-the-art diving experience.

### **AIRE:**

Restaurant & wine lounge offering globally inspired tapas-style dining, wine education and nightly DJ performances.

### **VILLAGE BAKERY:**

A hip alternative to grandma's bakery, serving artisan breads, baked goods, pastries, coffee, sandwiches and pizza.

### **BIKRAM YOGA CENTER:**

Bikram Yoga is not for the faint of heart; heats you up in a 110 degree room. Programs serve all ages and levels of ability. Showers and changing facilities are available, and there's always a relaxing seat under the redwoods outside after class.

### **NATIVE FOODS:**

Native Foods provides a delicious alternative to the usual restaurant experience. Owner Tanya Petrovna has created a gourmet vegan menu that gives old favorites a tasty yet health-conscious twist. It's a whole new way to dine.

### **HUMANITAIRE:**

A boutique offering shoes, bags, wallets, jewelry, makeup, t-shirts & accessories that are vegan, sweatshop-free and not tested on animals.

### **THE RETREAT:**

Forever committed to providing the highest standard of service and to giving more than just a haircut.

### **BLANKSTYLE:**

Offering an assortment of name brand blank apparel, denim and accessories free from graphics or logos for fashion conscious customer.

### **CO-OP KIOSK:**

The CO-OP Kiosk is Costa Mesa's newest student and emerging artist movement focused upon the arts through site-specific collaborative opportunities fusing fine art, music, architecture, environmental responsibility and active lifestyle together in one communal means of expression/exploration.



# The Camp



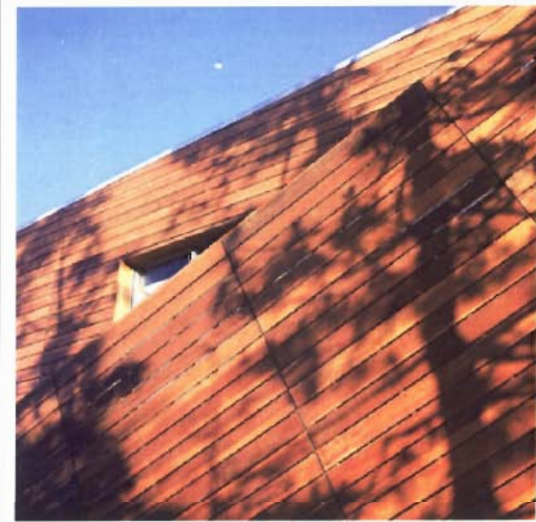
Recognizing a trend toward healthy living and sensitivity to the environment, the Lab Holding Team was far ahead of the curve when they conceptualized an eco friendly, retail center focusing on authentic and respected retailers specializing in products for outdoor enthusiasts. Unique in serving an emerging niche customer base, The CAMP opened as the first “green” shopping center of its’ kind in urban Orange County in 2002, serving as both a focused retail campus and community educational center. Award winning architecture features include certified redwood, indigenous landscaping, stormwater percolation system, grass roof, herbal and rock sculpture gardens throughout. Customers can be certified in the dive pool, test mountain bikes recommended by racing pros, eat organic food within an authentic yurt, do “hot” yoga, buy hiking equipment with camping recommendations, purchase non-leather “vegan” shoes and share global cuisine and wine on the rooftop terrace.

We believe the heart of any project is community interaction and The CAMP offers amenities such as chess tables beneath the grapevines, “CAMPfire” musical performances on various open air stages, travel and educational seminars, healthy cooking demonstrations, vintage trailer exhibition weekends, an organic farmers market, and even a hammock beneath the redwood trees. We developed a site specific “Co-op Kiosk” public gallery, showcasing a rotation of local artisans who display photography, painting, ceramics, sculpture, jewelry and furniture design. Working with local colleges, we offer the annual IDEAS scholarship (Inter Disciplinary Enriching the Arts Scholarship) to encourage creative teamwork on outdoor installations incorporating community interaction. The KIN (Kreative Industry Network) organization was originated by our team and unites local art professionals. Poetry is painted in each parking stall. Original photography is showcased in tree boxes.

Beyond financial statements and 100% leased status, The CAMP project is a commercial and social success as demonstrated by national attention to its’ unique focus on human powered sports, sensitivity to the environment and day to day community interaction and education.



We will offer the following commonalities found at the CAMP project to AOA: sensitivity to building a "green" oriented project, use of indigenous landscaping, creation of multiple, smaller venue public spaces, intimate open air stage areas for musical performances or seminars, open air firepit seating, use of minimal and natural sounds, multiple and non-competing retail uses, hand chosen and merchandised unique restaurants operated by local experts, co-op kiosk gallery, all focused on the primary audience of Arts enthusiasts.



Natural materials and a series of intimate outdoor gathering spaces create a calm relaxed environment.





## PROJECT FACTS

Size:

approx. 60,000 sqft.

Location:

Bristol St., Costa Mesa, CA

Date started/completed:

2001- 2002

Quality of Design:

Winner, O.C. Top Architectural Award, 2003

Winner, Costa Mesa Most Prestigious Project Award, 2003

Indigenous gardens designed by Spurlock Poirier, of  
Getty Museum gardens fame

Retail Tenants:

Adventure 16, Patagonia, Cyclewerks, Active Ride  
Shop, Humanitaire, Liburd's Scuba Shop, Blankstyle

Restaurants:

Aire Global Cuisine, Village Bakery, Native Foods

Galleries:

Co-Op Kiosk

Project Value:

\$25 Million

Website:

[www.thecampsite.com](http://www.thecampsite.com)



# Business Day

The New York Times

## Latest Style at the Mall Brings Outdoors Indoors

By BARBARA WITAKER

COSTA MESA, Calif. — In a new open-air mall built amid the fast-food restaurants and chain stores in suburban Orange County, Calif., birds wing-fills the air and the soft lapping of ocean waves can be heard in the distance. The sounds may be piped in through an outdoor speaker system, but they seem fitting at the Camp, a shopping center dedicated to the great outdoors.

The 30,000-square-foot mall, which opened in the spring, is the brainchild of Shahrooz Sadeghi, a former fashion designer, and his wife, Linda, who also worked in fashion. Nearly 10 years after they opened their first project, the LAB Anti-Mall, a shopping center that catered to Generation X youth, the couple went across the street to build the Camp, that mall is a kind of fantasy market place for what Mr. Sadeghi calls human-powered sports: kayak-ing, rock climbing and snowboarding.

The tenants include Adventure 16 — an outdoor outfitter that includes in its store Patagonia, an apparel seller — and Billabong, a surfboard, skateboard and snowboard retailer. The stores offer shoppers an opportunity not just to buy top-quality adventure sports merchandise, but also to try it out. The Billabong store, for example, has an area for skateboarders to practice and a small rectangular tank for demonstrating surfboards. Liburd's Scuba Center has a small pool outside for testing equipment. At Adventure 16, the salt area can be used for educational programs and for screening nature films, or even corporate meetings.



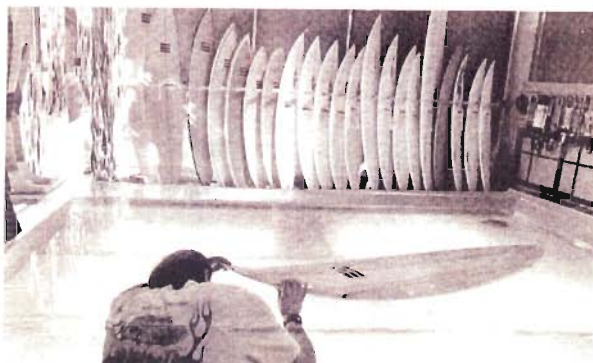
A skateboarder performs a maneuver on the ramp at the Billabong store at the Camp mall in Costa Mesa, Calif.

While the Camp may seem like a natural sequel to the LAB, Mr. Sadeghi said he had a very different group of people in mind: baby boomers and their children.

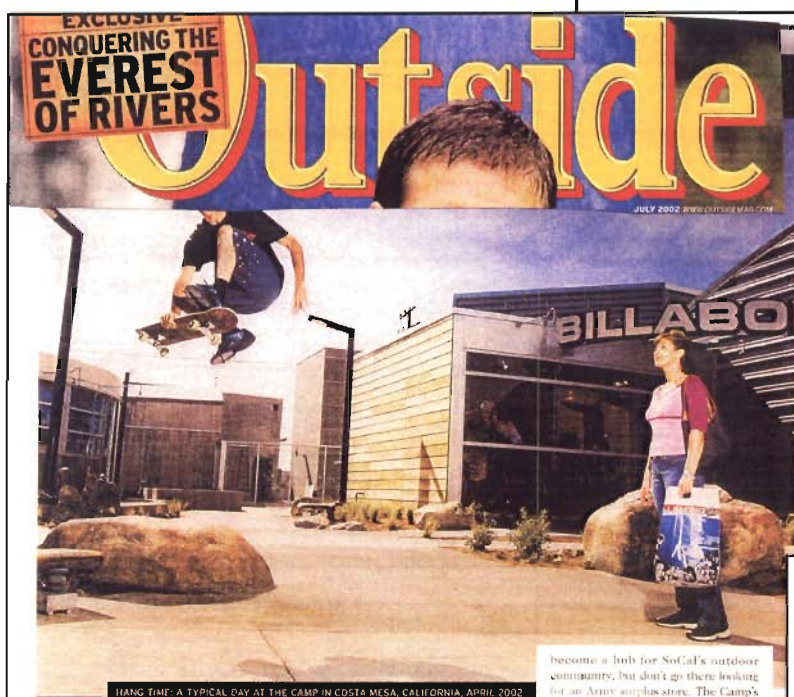
"I remember when my father turned 45 — I think he went and bought a rocking chair," said Mr. Sadeghi, who is 48 and has three young children. Today's parents, he said, are trading in those chairs for mountain bikes or surfboards. "Our generation is refusing to age."

Mr. Sadeghi said that while parents and children split up

(Continued on Page 4)



Bruce Freund looks over a surfboard in a testing pool at the Camp mall. Other retailers at the mall include Adventure 16 and Patagonia. The mall is across from the LAB, which was created for Generation X youths.



## Shop Till You Bonk

HEY, BRAH! AT THE CAMP, SOUTHERN CALIFORNIA'S NEW OUTDOOR RETAIL SUPERMALL, YOU CAN CATCH BIG AIR AND FILL BIG BAGS

SHAHEEN SADEGHI WANTS TO TEACH onto-nerazed adults what teenagers learned a long time ago. Hanging out at the mall can be fun. At least, that seems to be the premise behind The Camp, a new 3.5-acre, \$13-million adventure-sports retail complex in Costa Mesa, California. Part gallery, part rock-square-with-a-driving-think, this new-frontier shopping nexus is designed to turn your next gear-buying trip into an all-day, full-contact expedition.

There are worse places to spend a Sunday afternoon. The Camp's spiffy wood, steel, and glass buildings house a Patagonia outlet and an Adventure 16 store, Code Veritas bike shop, Liburd's Scuba Center (complete with a 41,000-gallon saltwater practice pool), Billabong's flagship store (glass-walled half-pipe, include!), a Bikemm Yoga studio, and three restaurants, one tucked inside a concrete yurt. Add to that an amphitheater, fire pit, and landscaping heavy on the zen rock-garden vibe, and the complex feels more like a chic getaway than an experiment in marketing. This summer, The Camp will amp up the appeal by offering outdoor-sports clinics, athletic appearances, weekend movies, and other special events.

Sadeghi, the 48-year-old former president of Quiksilver, hopes his branch will

become a hub for SoCal's outdoor community, but don't go there looking for an Army surplus store. The Camp's prime location means above-average rent, and Sadeghi is turning away dozens of less-than-cool retailers. "I go to places like Costco to buy my toothpaste, not a kayak," he says. "We want to provide a weird, authentic, shopping experience." Should or not, Sadeghi's privately owned venture will, by his estimate, pull in \$30 million in sales its first year.

Will skeptical outdoor athletes buy it? Sadeghi's first focus has been retailing is an indication: over 100 years ago, he hit the gas pedal with The Lab, an "antimall" featuring urban boutiques carefully decked with broken sidewalks and weedy plants. "My expectation is that The Camp will succeed," says Michael Hodgson, co-publisher of the online outdoor-industry newsletter Speedy News. "It's a place to dream about where you can go and play. It doesn't get any better than that." Unless, of course, you decide to leave the concrete yurt and actually go outside.

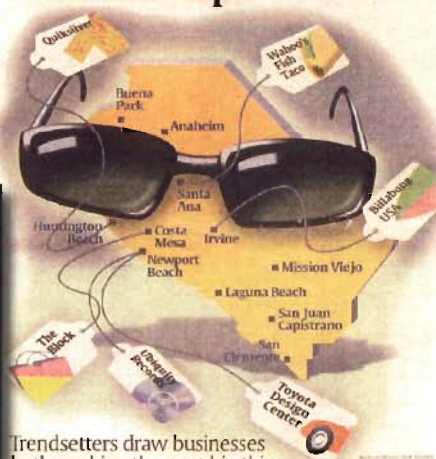
# The Camp Articles



102 MINUTES Critical moments, critical choices

Karzai

## Color Orange County the new capital of cool



## Trendsetters draw businesses hotly seeking the next big thing

By Bruce Horowitz

USA TODAY

COSTA MESA, Calif. — Ah, the sound of new waves breaking the shore. Next, the cry of a lone gull. But what's that clanging sound? Platinum credit cards, that's what. This isn't the beach. It's a mall — Orange County style.

The waves and seagull aren't real. These sounds are electronically piped into The Camp, the area's newest, biggest and most modern outdoor mall. Shoppers feel as if the sands

between their toes, but the coast is miles away. Trendsetters, come to The Camp to buy \$500 skateboards and test them on a ramp in Billabong's surf and skate shop. Or buy \$2,000 yoga gear and take lessons in the dive pool. Some sit by the gas-canopied that symbolizes the most out-there thing to happen in Orange County since Mickey Mouse

got up shop here half a century ago. It got hip. Never mind that Orange County's reputation

was built on flag-waving squatters and over-the-hill family values. It's home to Disneyland and Knott's Berry Farm, two stalwarts of wholesome family fun. It's home to Disney Broadcasting, the world's largest Christian TV network, and the all-glass Crystal Cathedral, where the Rev. Robert Schuler preaches. Richard Nixon and his conservative politics were born and bred here. Its airport is named for John Wayne, the all-American cowboy hero who was once the county's famed famous resident.

For the odd evolution of Orange County into a Cathedral of Cool was almost as predictable as the natural ebb and flow of the Pacific. The beaches on its 42 miles of coastline have long been the inter-natural hub of the much-misunderstood surf and skateboard culture. Now, entrepreneurs are stretching that sacred well beyond the Pacific Coast Highway as up to the rest of Orange County's

Please see COVER STORY next page.





**NO BONUS FOR DREXLER/2 TAYLOR RESIGNS AT KIEHL'S/2**  
 Women's Wear Daily • The Retailer's Daily Newspaper • April 3, 2002 Vol. 188, No. 64 \$1.75

**WEDNESDAY**  
 Sportswear

**WWD West**  
**The Camp: Capitalizing on Action**

By Kristin Young

**COSTA MESA, Calif.** — Among the bonfires, the pine trees, the outdoor lounge, the bike paths and water pool, there stands an oasis for the multi-sport and the outdoors lover.

The Camp is the newest in the region's line of outdoor recreation and entertainment centers, and an outdoor sports center of adventure and fitness in that. With a lot of shopping and dining, it's a half mile from the Costa Mesa, Calif.

With about 90 percent of its space filled, the \$15 million, 100,000-sq-ft mall complex is a mix of retail and dining. The Camp is the newest in the region's line of outdoor recreation and entertainment centers, and an outdoor sports center of adventure and fitness in that. With a lot of shopping and dining, it's a half mile from the Costa Mesa, Calif.

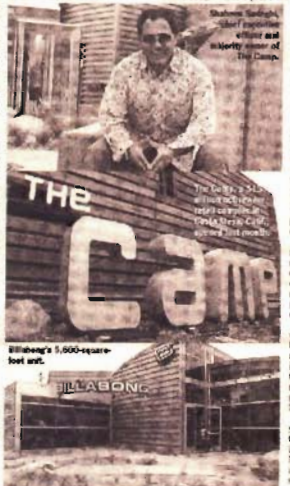
While The Camp houses Urban Outfitters and a hipster marketplace called the Open Box, The Camp, situated at 2937 Bristol Street here, serves as an outdoor and active lifestyle center. In fact, while the "multi-sport" culture of outdoor Costa Mesa, Calif., is a mix of retail and dining, it's a half mile from the Costa Mesa, Calif.

Without recently opened in the first half of the year, as have the new and Adventure 16 — which is a 2,000-sq-ft, multi-level complex with a mix of retail and dining, it's a half mile from the Costa Mesa, Calif.

The 14th concept, 50,000-sq-ft, multi-level complex is a mix of retail and dining, it's a half mile from the Costa Mesa, Calif.

Three years in the making, the new mall is a mix of retail and dining, it's a half mile from the Costa Mesa, Calif.

The new mall is a mix of retail and dining, it's a half mile from the Costa Mesa, Calif.



Billabong's 1,000-square-foot unit.

**THE ORANGE COUNTY REGISTER**  
 Wednesday April 3, 2002  
 Price 50¢ Daily

Orange County's information source since 1905 • For breaking news, visit us online at [www.ocregister.com](http://www.ocregister.com)

**THE CAMP**  
 A new outdoor mall complex, designed by David and Deborah Sadelstein, Photo: Don Sadelstein / The Register

**U.S. News & World Report**  
 AUGUST 18-20, 2003  
 www.usnews.com

**LETTER FROM ORANGE COUNTY**

**Hip's new headquarters**

And... with... Don't... live...  
 ...society heaves that sit between Los Angeles and San Diego. For starters, Orange County is cool. In fact, according to *USA Today*, it has become the "capital of cool." While customers may know it best as the home of John Wayne Airport, Disneyland, and California's most reliable Republicans, Orange County is also a hotbed for the booming \$3.4 billion skate and surfboard industry that now...

in Costa Mesa, Sadelstein is so sold on the area's potential for funhubs that he is developing an area known as SolbeCo — a mix of retail, entertainment, culture, and arts — modeled after New York's Trifecta.

**Backlash.** The county's traditional profile — the endless cookie-cutter houses and suburban strip malls — has also spawned a generation of rebellious artists such as Green Day and No Doubt.

That's not to say that the affluent conservatives and real-estate developers who have given Orange County its reputation as a bastion of up-tight conformity have gone underground. "The political hierarchy still hasn't caught up with the demographics," says Lorena Sanchez, who seven years ago unseated conservative Bob Jordan to become only the second Democrat in the history of Orange County to be elected to Congress (as well as the first Latino and first woman). But the numbers don't lie: Orange County is changing. Republicans still outnumber Democrats 49 percent to 32 percent. But as recently as 1990, the spread was a broader 56 percent to 34 percent. The county's population in 1980 was just 14.5 percent Hispanic and 4.3 percent Asian; by 2000, Hispanics made up 20.3 percent of the total and Asians 13.6 percent. Even so, Sanchez says, "there are still places that you don't venture into unless you're a native."



FADE IN: It's time for makeup on the set of Fox's new soap opera, *The OC*.

dominates teen fashion. Surfwear kingpins Quiksilver, Billabong, and Hurley International, for instance, are all based here, as are clothing maker Volcom and designer Paul Frank, whose Julius the Monkey logo is everywhere. "People interested in music, fashion, and alternative lifestyles are beginning to realize that this is a fresh place to tap into," says Shaheen Sadelstein, the real-estate developer behind The Camp, an outdoor-themed mall, and the Lab, an edgy retail center — both...

and Zack de la Rocha of Rage Against the Machine, both of whom broke through what's known as the Orange Curtain to reach national fame. These days, when L.A.'s young trendies are looking for hot clubs, they hop out the 405 freeway and head south to venues like Club Rulser in Santa Ana. Even Southern California's famed car culture has zeroed in here. Toyota opened its design studio in Irvine in 1978, but more recently, Jaguar, Nissan, and Volvo — among others — have followed.

And it's precisely to those places that *The OC* is looking to go. "These exclusive communities have this sense of idealism, but... underneath the surface, there are all these dramatic lives," says the show's executive producer, Joseph McGinty Nichol, who's known simply as "McG." But there are also places that *The OC* won't go. Like the real Orange County. For reasons that only Hollywood would understand, most of the show is filmed in and around Los Angeles. Cool does have its limits. ■

**FRASIER**  
 DECEMBER 2002

**reports**

**NOT YOUR MAMA'S MALL**  
**ADVENTURE** Aimed at devotees of "soul sports" like surfing and diving, the newly opened Camp in Costa Mesa, California, is made up of specialty stores that offer an interactive take on the mall experience. Want to see how well that underwater camera really works? Jump in the 11-foot-deep pool for a test dive at Liburdi's Scuba Center. Torn between two surfboards? See how they float on Billabong's pool. If you're thinking of a weekend camping expedition, Adventure 16's map machine will help you choose a destination; a staff expert will figure out your gear needs. To complete your alternative shopping trip, the parklike mall has a Bikram yoga center, two restaurants, and an outdoor fire pit where athletes, health gurus, and environmentalists make regular presentations. **The Camp, 2937 Bristol St., Costa Mesa, Calif.; 714/444-4267; [www.thecampsite.net](http://www.thecampsite.net). —ROBERT LONGNECKER**

Test out skateboards at Billabong, a shop in California's new outdoors mall, the Camp.



# the lab

*Total Tenants* 15; occupying approximately 3 acres

thelab.com



## *Current Tenants*

### **URBAN OUTFITTERS:**

Men's and women's latest fashions, accessories and footwear from top brands to vintage styles. Urban Outfitters also offers an array of housewares that allows the customers to add a personalized accent to their living space.

### **HABANA:**

Find yourself rewarded with all the culinary riches of Cuba. The dining room and large heated patio recreate the ambience of pre-Castro Cuba. The bar is the perfect place to try one of Habana's famous "lemon drop" martinis.

### **GYPSY DEN:**

Offers healthy homemade soups, salads, sandwiches, a variety of organic coffee and tea in a vintage environment.

### **CREW SALON:**

This salon offers the newest cuts, color, texturizing and finished services tailored to fit the fashion-savvy client's needs.

### **HABIT:**

Offers clothing and shoe choices for the sporty hipster. From high-end designers to creations designed by local artists.

### **HARLOW:**

Harlow, a cutting-edge fashion emporium refines boutique shopping. Offers all the must-have men's and women's fashion lines, covering everything from the newest up-and-coming designers to established labels.

### **GREAT LAUNDRY:**

Great Laundry offers a unique mix of internationally inspired artist designed t-shirts.

### **EYE 5:**

Designer eyewear boutique offers the latest in eyewear from Oliver Peoples, Penguin, Dita, Stussy, Paul Frank Optometrics.

### **CARVE:**

Streetwear boutique featuring men's and women's lines that documents the crème of the contemporary fashion.

### **BLENDS:**

The boutique paying homage to the sneaker; presents hard-to-find, limited edition and casual styles.

### **STANDARD ISSUE:**

Offers a variety of magazines, cards and unique gift items.

### **ZIPANGU:**

An authentic Japanese Sushi Restaurant, Bar and Lounge offering two different menus to choose from: traditional authentic Sushi "Omakase" and modern Japanese fusion cuisine. Zipangu also features a full bar and lounge in a contemporary style.

### **ARTH:**

A combination of the word "art" and "hat". A Japanese designed hat boutique offering unique and exclusive hats.

### **SUBJECT MATTER:**

Subject Matter offers men's and women's clothing that range from highly accessible to high-end. In addition, the store also carries a variety of book selections, zines and toys.

### **BUFFALO EXCHANGE:**

Hip resale chain where clothing and accessories are bought, sold and traded directly with store customers. Used clothes can be traded for any item in the store including home items, jewelry, designer wear, basics, vintage, jeans and leather.

# The Lab



In 1991, in the midst of a national retail slump and Orange County bankruptcy, the LAB Holding team invented the concept of an “anti-mall” to serve urban youth dissatisfied with the homogenization of conventional malls. With the help of Pompei A.D. architectural design firm out of New York City, the LAB (an acronym for Little American Businesses) retail center was born in 1993 out of the disarray of an abandoned military night goggle factory. Materials removed from the redevelopment were reconstructed as walls and planters throughout the property to create a “recycled” center. It arose as a ground breaking indoor-outdoor venue of focused, complimentary non-chain retailers and custom designed restaurants to serve the demands of today's youth culture. Now nearly 15 years old, the LAB continues to garner international press for its' originality and focus, and boasts almost \$1,200./sq.ft. in retail sales just a short distance from South Coast Plaza, the most successful mall in the country with reported sales per sq.ft. of \$850. (an “average” American mall would garner about \$450./sq.ft.).

The purposefully designed LAB “Living Room”, an open air central courtyard, invites customers to “hang out” with televisions, music, magazine stand, community table, couches and serves as the “beating heart” of the center. Weekends often include musical performances, poetry readings and seasonal community events. Art installations and furniture design change regularly throughout the project, stimulating the senses of this young-at-heart customer base. This has included wall paintings and poetry writings, ceiling art installations, community table graphics, temporary sculptures, ongoing community art projects such as the “tile wall” or group collage events on the central promenade. An annual LAB CD compilation, featuring local musicians, is distributed free to LAB customers. LAB tee shirts and stickers are must haves.

An on site gallery, “the ARtery”, is offered free of charge to local students who organize rotating monthly exhibits and openings showcasing emerging artists. An annual IDEAS scholarship program is offered at the local colleges to inspire creative thinking and on site installations. Traveling art shows often use the LAB site for open air exhibits and schools for visual merchandising and retailing class visits.

The LAB is a resounding success, both commercially as well as socially, as evidenced by sales per sq.ft., new tenant waiting list, and recognition by local and state authorities for contributions to community revitalization as recently as April 2006.



artists were used in every aspect of  
the Lab's construction

The Living Room is an outdoor canvas  
redesigned yearly with new installations,  
art, and furniture.



Changing elements in the architecture  
keep the experience fresh

From the LAB project to AOA, we intend to carry forward the LAB "living room" human comfort concept to the central park feature, the heart of the AOA project, and have re-enlisted Pompei A.D. of New York City and their expertise in the marriage of retail and public space. We will carry forward the sense of community and art to make a project stimulating and interesting to patrons of the arts. We will duplicate the open air public art spaces for ever changing installations and community interaction. As always, we will plan for intimate public performance or exhibition spaces.



## PROJECT FACTS

Size:

approx. 40,000 sqft.

Location:

Bristol St., Costa Mesa, CA

Date started/completed:

1992

Quality of Design:

Adaptive reuse of three existing manufacturing buildings with eclectic front scaffolding nesting colorful light domes, intentional "deconstructed" look, recycled

Retail Tenants:

Urban Outfitters, Subject Matter, Crew Salon, Habit, EyeFive, Buffalo Exchange, Harlow, Great Laundry, Blends, Carve, Standard Issue

Exclusive Restaurants:

Gypsy Den Café and Reading Room, Habana Cuban Cuisine, Zipangu Japanese Fusion Lounge

Galleries:

The ARTery

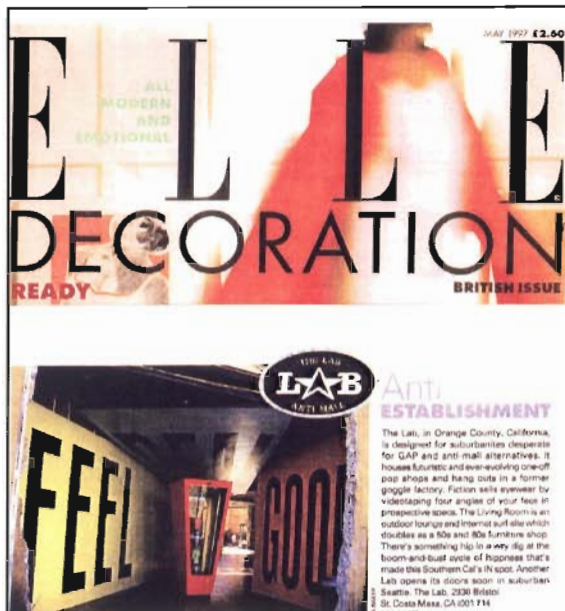
Project Value:

\$18 Million

Website:

[www.thelab.com](http://www.thelab.com)





# The Boston Globe

THURSDAY, MAY 12, 1994

## Experimental mall in California targets Generation X shoppers



A shopper relaxes outside a store at the Lab in Costa Mesa, Calif.

## X marks the shop

Calif. 'anti-mall' targets grunge set

By Glen Justice  
SPECIAL TO THE GLOBE

**C**OSTA MESA, Calif. — Owen Kim and Ed Montelongo had some time to kill last week, so they headed for the mall.

The two college students did not choose just any mall, though in consumer-happy Southern California they certainly have their pick. Instead, they chose the Lab, a six-month-old experimental shopping center known locally as the "anti-mall."

There are no high-profile chain stores in the anti-mall. No trendy cafes or restaurants. Rather, the Lab is a rough-and-tumble place

Nationwide, teen-agers visited malls more frequently than any other age group last year, going an average of four times a month and spending an average of \$11 each,

■ ANTI-MALL  
Continued from Page 1

time, according to Shopping Centers Today, a trade magazine published by the New York-based International Council of Shopping Centers.

"Teens have incredible spending power in the '90s," said Mark Scholten, a spokesman for the trade organization. "For a mall, teens are future customers."

They spent about \$59 billion last year and account for some \$90 billion in "spending power," a measure of potential that reflects in their own money plus the influence they have over their parents.

"When I grew up in the '70s, we went to the mall for entertainment," said Shaboun Sadeghi, founder and CEO of the Lab. "Today, it's just a place to go to the mall and out."

He wants to change that, concept here was to put together a place that was closer to where people's heads are at. Sadeghi said. "We wanted it to be a cultural moment. We wanted to keep it out of art in there. And music, fashion and food and all things matter. It's a collection of different experiences."

Lab visitors say the concept, taking off on word of mouth. Indeed, there was no advertising for the December opening and the no large sign on front.

At teen-agers become more savvy-oriented, the Lab is well-positioned to take advantage of the trend. But there are those who say that Generation X has moved impact on business.

"That kind of shopper is a 'steep upward,'" said Teresa Frank, editor of the trade magazine Shopping Center World. "They're in numbers and they're on the other side of the coin."

But Sadeghi, former press spokesman for the Lab, says the Lab's new creation is attractive to people, not just the L set originally envisioned.

"It's a very diverse crowd," Tina Shible, 28, owner of the Gypsy Donut coffeehouse at the Lab. "A lot of young and a lot of old."

Sadeghi explains it the rise: "If you grew up in the '70s, you'll relate to the place. It's got a '70s vibe. If you grew up in the '80s, it's like a well-mannered head shop. If you grew up in the '90s, it's a refreshing. And if you grew up in the '90s, you've never seen anything like it."

Shoppers come for the Lab's collection of large, unique shops that quietly push grunge, alternative music, comic books and innovative antique furnishings. And, of course, they come for the atmosphere.

# The Lab Articles



BY TV VISION: Once in a while, the Lab's interior is a sight to behold. The Lab's interior is a sight to behold. The Lab's interior is a sight to behold.

ORANGE COUNTY EDITION  
Los Angeles Times  
MONDAY, JANUARY 20, 2003  
ORANGE PEEL  
A LOOK AT LIFE INSIDE AND OUT

INSIDE  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop

The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop  
The Lab: Stir 'n' Shop



October 3, 1996 / Section 6

No Gap or Waldenbooks.  
Plenty of attitude and patchouli.  
Enter the Lab, an experiment in niche retailing.

By Stephen Drucker



**D**EEP IN THE LAND OF "HAVE A NICE day," you arrive at the frontier of slapping.

The fragrance in the air is not Giorgio. The adonis is focused in the middle distance, unwavering over your right shoulder.

"Do you have any Sustain?" you inquire at Town

*Saphire, Dine is the overripe edge of Travel & Leisure 116 a over 25.*

Alternative, an experimental new branch of the Tower Records chain.  
The salesman has to think for a minute.  
"Try Roots and Influenc."   
You are too old to be here.  
The frontier of shopping is in Orange County, Calif., is a strip mall scented with attitude, decay and patchouli. Officially, it is known as the Lab and, unofficially, as the anti-mall.  
"The American mall tries to be all things to all

"The dual channel people," Sadeigh calls them. "They only watch CNN and MTV. It kills them; everything they need to know."

PHOTOGRAPHS BY GEORGE LANGE FOR THE NEW YORK TIMES

International Design Magazine

## I'm OK, You're OK

Design in the age of diminished expectations.



By Michael Reed

[illegible]

Generation-X marketing and design have three prominent features; anti-consumerist consumerism, anti-nostalgic nostalgia and anti-designer design.

ceptance that the slicker the surface, the higher the degree of media manipulation. To convert logos, the clever the package. More honest, useful or alternative the content.

In graphic design, the anti-aesthetic beauty-throwing from the mid-1960s, pure culture and aesthetic autonomy of the transgressive ideas of mass consumer culture (c. 1975). The proliferation of the *fantasy jazz* genre, as well as judgement based on underground magazines about a small, focused audience – the member of rock marketing – was an alternative product that was not the high quality of mass traditional media. But in fact, media manipulation had been busy for a long time of the more powerful underground and at least partly along the cheap, underground link through careful design planning. Comedy has transformed. Omaha from raw street tables to Gen-X by (beyond) mass and Time Warner recently launched *Mouth on a Stick* as a (aid for) argument of the alternative market.

THE WALL STREET JOURNAL

© 1995 Dow Jones & Company, Inc. All Rights Reserved

THURSDAY, FEBRUARY 16, 1995

RIVERSIDE, CALIFORNIA

*'Bobby Short Wore  
Khakis'—Who's He,  
And Who Cares?*

Younger Customers Label  
Gap's Formula for Success  
As Definitely Uncool

By CHRISTINA DUFF

**CHICAGO** — Lucas Swanson, like most 17-year-olds, strives mightily to be hip, and this past Christmas he asked his family for a little help: Please, no more gift certificates from the Gap.

His friends alerted their families, too. Tired of jeans? Sick of T-shirts? Not really, says the high-school senior, wearing precisely that. He purchased his outfit from a secondhand store. "I just don't dig the Gap anymore."

A Gap-ish of sorts has struck the San Francisco-based clothing chain. Opened in 1969, Gap once offered the epitome of cool, with basic T-shirts and jeans that looked like designer clothing without the arrogance: no fancy labels, logos or inflated price tags. Its enormous appeal caused Gap to boom to 892 stores — and its apparel became the uniform of the middle class and middle-aged.

Now, Gap attire and advertising have become the butt of jokes and the target of resentment by teens and Generation Xers. 'Their clothes promote a straight, white,

### Still Successful

Gap Inc., of course, can stomach cardiac put-downs and snide essays in trend Generation X publications. The company is hardly in trouble. Wall Street analysts bet their one-pocket T-shirts that Gap will have strong, double-digit profit growth in the next century.

Still, there is concern that Gap is losing its edge with its most important clientele: shoppers under the age of 30. In 1992, about 50% of teens said Gap clothes were "cool," in Leo Burnett Co.'s bi-annual "What's hot among kids" survey. But that fell to 39% the next summer, to 75% in winter 1993 and dropped to 66% in the two most recent polls in the "coolest brands" category, a recent Teenage Research Unlimited survey showed Nike, Guess and Levi's all beating Gap.

Gap's merchandise received as much accolade as he taking its tail out of the cash register already. "We're doing Sales at Gap stores open for at least a year and a half, up to a 15% last year. 'Clearly,' says the Gap, 'results were less than we've been used to.' We were a little less focused and a little more hard for customers to read," says Warren Hershagen, senior vice president of Gap's retailing. Its merchandise is getting a lot of attention from the media, and with appealing colors, he says, and the cool-monitors at Gap's headquarter are busy "doing more research to better understand our current customer base."

That has include likes like Tim Hartshorn, 25, who hangs out at a Costa Mesa, Calif., shopping center that is specifically declared as a "Gap store" by its owner. The year-old mall, called *the Gap Mall*, has

Photo: David Laundy

## Younger Customers Label Gap As a Place That Defines 'Uncool'

*Continued From First Page*

eclectic stores like Urban Outfitters aimed at the under-30 crowd. "We're fighting against the Gap," explains Mr. Harshbarger, sipping a banana-mocha flavored coffee.

Though such wocal Gap-bashers are a recent phenomenon, the store chain has been struggling for the past three years to offer a hip advertising and merchandising mix. Clung "mixed reviews," Gap pulled the plug early on a TV ad campaign in 1999 featuring New York poet Max Blagg rambling about "jeans/that fit like a glove/like a lover coming back for more."

In 1993, it apparently was time to try incomprehensible ad copy. "Commingle. It's how you marshal every fact and contraction, how you make the universe of choice suit you. Classic Gap, for individualists," read Gap's black-and-gray print ads. Individuals, however, weren't spurred to commingle with the classics. Gap's signature denim shirts and rubys sat or

So Gap President Millard "Micko" Drexler brought in more trendy, fashionable items like leather vests and long, crepe skirts. "We can't afford not to change," Mr. Drexler said at the time. Too late, Gap had become part of the establishment and fair game for mockery.

Gap once was considered brilliant for convincing customers that unobtrusive clothing actually illuminates a person's unique look. Last year, seven New York

Pauw University in Greenacastle, "People with body piercing and tattoos would certainly help in their ads."

Meanwhile, outside Chicago's private Francis Parker School, 17-year-old Zale nods toward two miniskirted across the way. "Gap central," he says with disgust.

This makes his pal Jessica Blanco defensive. She happens to be wearing a black Gap dress. "Do you think I'm a Gap-type person?" she demands, cocked. "Do you? Go ahead, answer."

\_\_\_\_\_





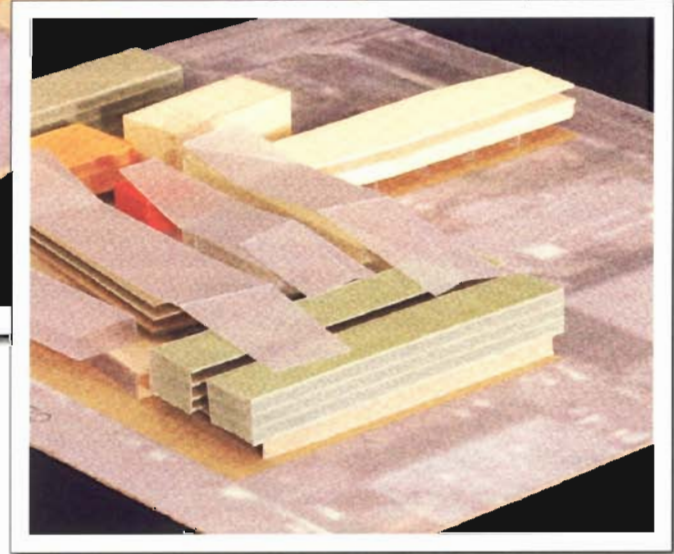
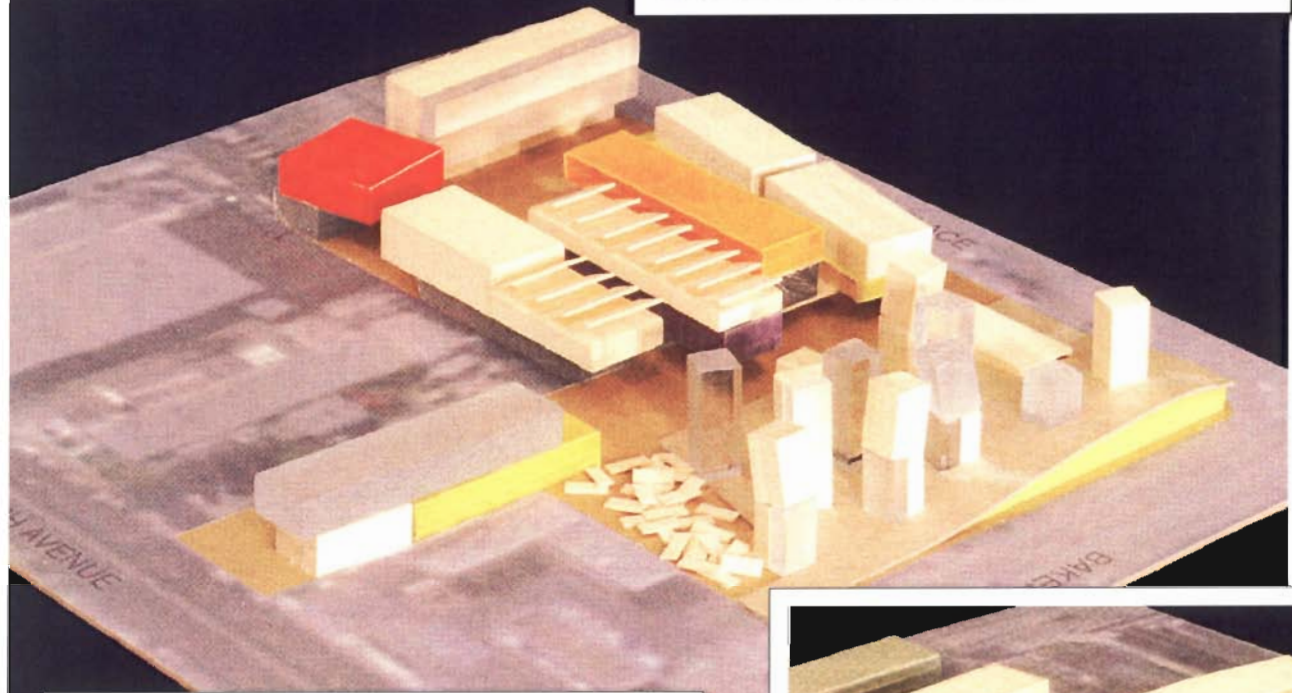
# SoBeCa Living

Beginning in 2002, the LAB Holding team, realizing the importance of the 39 acre urban triangle south of the South Coast Performing Arts Center in Costa Mesa, began an effort to rezone this gateway to the "City of the Arts". Shaheen Sadeghi, as chairman of the Bristol Overlay Committee, and originator of the "SoBeCa District" (an acronym for South on Bristol, Entertainment, Culture, the Arts), realized success upon the unanimous approval of the plan by the Costa Mesa City Council in May of 2006.

As in Tempe, demand is increasing for creative urban infill projects to offer artistic, environmentally sensitive and community based residences. Plans are now in motion by the LAB Holding team for a mixed use project in the new SoBeCa District conjoining 5 separate parcels in concert with the rezoning of this vital arts district. (These parcels, along with 2 others, have already been acquired from 5 different land owners.) Initial schematics propose a 3-4 story neighborhood community with supporting ground floor retail and a mix of rental, live/work and for-sale residential units (approximately 60 units total). Amenities planned include green construction, solar panels, recycling program, concierge service, pool/spa, gym, co-op garden space, library, on site day care, surf board storage, community art wall, and electric car giveaway program with every unit sold.

As part of the rezoning plan, the LAB Holding team helped define the emerging SoBeCa District identity by drafting guidelines for artistic street benches, lighting, signage as well as a neighborhood mural project and sculpture garden installations. As part of the plan, street parking reconfigurations were addressed to encourage pedestrian thoroughfares and open air patios for incoming neighborhood cafes. With an operational team already located in the neighborhood, LAB Holding is dedicated to the long term development of this artist village both structurally and culturally.

PROJECT FACTS	
SIZE:	approx. 20,000 sqft. retail, plus 60 residential units
LOCATION:	Century Place, Baker St., Randolph Ave., Costa Mesa, CA
DATE STARTED/COMPLETED:	2006- 2008
QUALITY OF DESIGN:	Green Construction
RETAIL TENANTS (PLANNED):	Specialty street retail, creative office space, boutique hotel
RESTAURANTS (PLANNED):	Neighborhood deli, coffee house, outdoor cafe
GALLERIES:	Live/Work artist lofts, co-op art workspace
PROJECT VALUE:	\$53 Million (estimated)
WEBSITE:	<a href="http://www.sobecaliving.com">www.sobecaliving.com</a> (June 2006)



The SoBeCa District sits at the intersection of Orange County's three busiest freeways.

Flowing to the AOA in Tempe, we intend to incorporate key principals from the Sobeca Living project, specifically: creating a place of gathering, developing a community, incorporating existing neighborhood businesses and amenities, sensibilities to pedestrian and vehicular travel and parking, protecting the integrity and privacy of living space, maximizing natural light, green construction, creating practical and affordable live/work spaces, interactive amenities and supportive retail.





# SoBeCa Living Articles

## Los Angeles Times CALIFORNIA ORANGE COUNTY EDITION

Saturday, April 22, 2006

*"I personally believe a lot of the culture is here. We are just giving them a place to congregate."*  
Shahen Sadeghi, partner of SoBeCa



**FOCUS** Shahen Sadeghi, the chief force behind the SoBeCa project, says the region is rich in culture and is just giving them a place to congregate. He is seen here at the SoBeCa project site in Costa Mesa.

## A Vision of Culture for Costa Mesa

The city OKs plans for SoBeCa, an artsy, 39-acre district down the road from South Coast Plaza.

By KIMI YOSHINO  
Times Staff Writer

If entrepreneur Shahen Sadeghi's vision for Costa Mesa is half as cool as his office, the city may be in luck.

Eclectic music is piped in by iPod. Super-sized chess pieces, funky wall sculptures and a hanging bubble chair decorate the pad. It's like being trans-

ported to SoHo, Tribeca or other arty, metropolitan neighborhood — which is exactly what Sadeghi has in mind for a slice of Costa Mesa.

The city approved plans last month for the SoBeCa (South Coast Entertainment & Arts) Urban Plan. It will house galleries, art studios, live-work studios and other distinctive neighborhood down the road from the South Coast Plaza.

Sadeghi took his idea to the city, which approved the plan. He owns some of the land and will do some of the development.

## An Arts District for Costa Mesa

SoBeCa, from Page B1

or his vision. It lacks the sex appeal of Newport and Laguna. Youth and surf culture is based in Huntington Beach and San Clemente. It lacks the tourists that descend on Anaheim for conventions, Disneyland and baseball games.

But Costa Mesa, which boasts "the ultimate shopping resort" in South Coast Plaza, has embraced Sadeghi's desire to push the envelope. He transformed a military night-goggle factory into the Lab, a center that mixes restaurants with funky shops that sell hard-to-find sneakers and designer T-shirts.

Sadeghi followed with the Camp, a retail village on the other side of Bristol where tenants teach yoga, mountain biking, scuba diving and rock climbing. Both places feature art shows and poetry readings. At the Camp, folk singers and musicians occasionally play around a campfire.

The city formed a committee to study and expand on Sadeghi's vision. After three years of planning, the city approved the construction of 455 dwelling units over two decades. Most will be built above or be-



ALLAN J. SCHAFER FOR ARND BRONKHORST

**DESIGN:** School bus driver and musician Jeremy Harishorn, 25, relaxes at the Lab, whose builder is planning SoBeCa.

and dining.

"People are looking for social activity," said Chris Bennett, Sadeghi's director of development. "We want to create the public place of gathering, the town square. In suburban Orange County, we don't have those places. Let's build that first. Then around that thing."

why there will be no Banana Republic or Happy Nails or Starbucks in SoBeCa — at least, if Sadeghi has any say.

Real estate developer Peter Koetting, vice chairman of the city's SoBeCa committee, said developers had already come knocking. Others are busy buying up property in the area.

"Costa Mesa is absolutely ready for a mixed-use development neighborhood like this, especially with this location, south of the major Bristol Street activity up by South Coast Plaza and the theater district," Koetting said. "It's a unique pocket of land with a potential for higher and better use. I think people are going to be excited about it."

THE ORANGE COUNTY REGISTER

## LOCAL

THURSDAY, MAY 11, 2006

## LOFTY EXPERIMENT

The man who helped create Costa Mesa's SoBeCa Urban Plan hopes patrons of his hip businesses will rent space around his anti-malls.

By KIMBERLY EDDY  
THE ORANGE COUNTY REGISTER

**T**here are an average of 842 days of sunshine here a year. Shahen Sadeghi — inventor of anti-mall the LAB and the CAMP — has plans to harness each and every ray — one solar paneled artist's loft at a time.

With shops tucked under a lush forest and live-work artists' lofts built among the trees, Sadeghi, along with his wife, Linda, is looking to expand his hip-meets-hippie mentality to dramatically transform the industrial neighborhood that surrounds his creations.

Within three years, Sadeghi wants to turn property now occupied by stucco commercial buildings into a haven for the creative set. Up to 100 living units would be perched atop artist work spaces along a 3.2-acre space on the corner of Baker and Century Place. Every unit buyer would be issued an electric car to tool around in. Lockers for surfboards would ease storing hassles.

The preliminary plans filed Monday

SEE NEIGHBORHOOD • PAGE 2

TIMELINE, MAP ON LOCAL 2

"On Sunday morning you can grab a cup of coffee and sit down with friends. You can mingle and talk. And you don't have to be an artist to sign up."

SHAHEN SADEGHI  
COSTA MESA ANTI-MALL DEVELOPER



PHOTOS: RYAN HODGSON-ROSSICE, THE REGISTER

**MIXED USE:** Justin Dillon of San Clemente, above, relaxes as James Coelho of Huntington Beach sets up the newsstand at the LAB.



**IDEA:** Shahen Sadeghi, left, created the LAB and the CAMP in Costa Mesa and now wants to expand the concept into an urban living area.



# Creative Offices

## SOBECA BUILDING

As a model for community revitalization opportunities within the Sobeca District, the LAB Holding team transformed an existing neglected printing factory into a mixed use success story in 2002. Keeping the integrity of the existing structure, space was recreated for practical modern use. The project currently houses a state of the art pilates studio as well as a creative office space, both opening to a common living room designed in fresh, minimal style. Details include the use of natural light, fresh air access and indigenous landscaping.

Size:	approx. 4,000 sqft.	SOBECA BLDG. PROJECT FACTS
Location:	Randolph Ave., Costa Mesa, CA	
Date started/completed:	2002	
Quality of Design:	Rehab of concrete tilt up	
Office Tenants:	O. Trade, Aline Pilates Studio	
Project Value:	\$25 Million	

## GODS AND HEROS

In 2005 the LAB Holding team purchased a 2-story, warehouse building, originally built in the early '70's. Maintaining the original red brick quality construction, the interior was reconfigured to accommodate artistic mixed use including: styling company serving as a resource to the local fashion industry, subdivided gallery space, boutique shop, photo studio as well as recording studio, all under the heading "Gods and Heros".

The Gods and Heros building serves as an example and model of redevelopment and revitalization potential within the newly formed SoBeCa Arts District.

Size:	approx. 5,500 sqft.	GODS & HEROS PROJECT FACTS
Location:	Randolph Ave., Costa Mesa, CA	
Date started/completed:	2005	
Quality of Design:	Rehab of existing brick 2-story building	
Project Value:	\$21 Million	
Gallery Tenant:	Gods and Heros	

## THE BOX

Acquiring a run down wood frame building in 2005, the LAB Holding staff refurbished the structure into 4 contemporary art studio offices. Currently housing marketing and PR firms, The Box building is intended to serve as an incubator for the creative industry in Orange County, offering a contemporary alternative to conventional office and work space. Amenities include private baths, kitchenettes, common outdoor patio space, indigenous landscaping and ample on site parking.

Size:	4 artist studio offices	THE BOX PROJECT FACTS
Location:	St. Clair St., Costa Mesa, CA	
Date started/completed:	2005	
Quality of Design:	Wood frame rehab	
Office Tenants:	Motivated Productions	
Project Value:	\$11 Million	





These smaller scale adaptive reuse projects have enabled us to organically define creative spaces with the rather simple application of new material/texture, color, landscaping and natural light. Working with smaller businesses and artistic trades has given us important insight into the needs and priorities of this genre of tenants, invaluable to our work in the Artist Village.



# Arts Community Experience

Inherent to every project undertaken by the LAB Holding team is the incorporation of art; from the inception of ground breaking development concepts, unique and unparalleled architecture (be it new construction or urban rehab), innovative landscaping and imaginative public space design, and each project regardless of size has a designated art gallery space. It is the passion and appreciation for the arts, the overwhelming creative force within our structures that has drawn international attention to our projects.

All principals of our company have a long history in the arts, are graduates of art colleges, transfers from other creative related disciplines, or practicing artists themselves. Consultants and project partners have been carefully chosen based on a common passion and understanding of the arts, as reflected in their resumes. Art is the common thread in the history of our work.

Most importantly, however, and unique to the development industry, is our ongoing commitment to a day to day nurturing and active interface with the local arts community. For the past 15 years, we have had full time staff working with local artists, musicians, poets, museums, performance venues, schools as well as universities. Our retail properties offer internships to arts students, scholarships for creative endeavors, venues for musical and dance performances, free gallery space on a rotating basis for emerging painters, sculptors, film makers, etc. We coordinate permanent and rotating indoor-outdoor art installations on all properties, oftentimes in partnership with specific tenants or arts organizations or events. One of our current projects includes the development of a SoBeCa district-wide public art mural project within the newly created 39 acre area. Other endeavors include a community car program for the City of Costa Mesa ("City of the Arts") to showcase local artists' art by wrapping the cars in their graphic design. Community and co-op art projects (for example, the community tile wall, the Bridge Project) are often the focus of our regular public events at the retail properties throughout the year.

It has taken years to develop successful operating systems, procedures and relationships to ensure a vibrant arts texture to retail and mixed use projects and which translates into increased commerce and community benefit. We look forward to our satellite team activating our expertise in Tempe for the AOA. This skill and experience is not easily duplicated by others.

But better to let the local arts community leaders speak to our dedication themselves....







John E. Forsyte  
President

May 22, 2006

Mr. Neil Calfee  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

Re: RFP for 12 acres west of Tempe Center for the Arts

Dear Mr. Calfee:

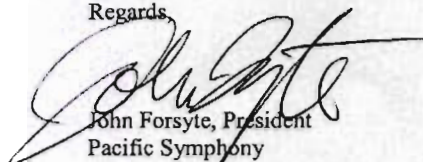
This letter serves as a letter of recommendation for Shaheen Sadeghi and his staff in their response to your RFP for the project adjoining the new Tempe Center for the Arts.

Shaheen has been a significant supporter of the arts for more than a decade here in Orange County. We are excited to see the revitalization and development he has initiated within the Sobeca arts district as proof of that dedication. This is a true compliment to the nearby established performance venues at the heart of the Orange County arts community.

As we all seek to expand our audiences, it has been a pleasure to work with Shaheen in marketing collaborations. Previously we had worked with a program introducing classical music to young people. We are currently working on potential co-events in anticipation of the opening of our new Segerstrom Concert Hall in September.

We know of few other developers who take such an active interest in the arts within their own projects and community. We are confident Mr. Sadeghi would be a tremendous asset in your plans for your own arts district. If you have any questions, please feel free to call me at 714-755-5790.

Regards,



John Forsyte, President  
Pacific Symphony



3631 S. Harbor Boulevard, Suite 100 Santa Ana, California 92704-6951  
Main 714.755.5788 Fax 714.755.5789 [www.pacificsymphony.org](http://www.pacificsymphony.org)





orange  
COUNTY  
MUSEUM  
OF ART

May 19, 2006

Mr. Neil Calfee  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

Re: RFP for 12 acres west of Tempe Center for the Arts

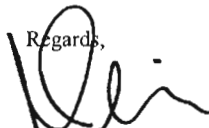
Dear Mr. Calfee:

It has come to our attention that the LAB team is responding to your RFP regarding a potential site for an artists village project in your City of Tempe.

We can think of no better match than Shaheen Sadeghi and his staff to execute such a project. Their impact on the culture here in Orange County is well known as their projects continue to attract attention, press and accolades for contributions to the community. Their interaction and support of the arts in all its' disciplines is unique and well appreciated. We have an ongoing relationship with Shaheen and are actively working on opportunities to work together and collaborate creatively in the future.

Your project sounds exciting. Please take this as a letter of recommendation that Shaheen's in depth understanding of both the business aspects of development combined with his inherent nature as an artist is a rare commodity. The City of Tempe would do well to partner with such an entrepreneur.

Regards,



Dennis Szakacs  
Director

850 SAN CLEMENTE DRIVE NEWPORT BEACH, CA 92660 OFFICE (949)759-1122 FAX (949)759-5623 WWW.OCMA.NET







May 22, 2006

Mr. Neil Calfee  
Deputy Community Development Manager  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

**Re: RFP for Property West of Tempe Center for the Arts**

Dear Mr. Calfee:

As director of development for Arts Orange County and principle for my consulting firm Underwood & Associates, I recently moved to Orange County in August 2005 and began working for Arts Orange County in October. I received a call in December from a staff member of the LAB retail center, owned by Mr. Shaheen Sadeghi. A few weeks later, we met with Monet Quick, the staff member, to discuss Mr. Sadeghi's vision and plans for Costa Mesa and our upcoming children and family arts festival. We were warmly welcomed and spent much time discussing our common goals. Monet Quick offered to participate in our festival, *The Imagination Celebration of Orange County*, by including a site-specific temporary art project.

I have worked with developers in the past, as a public art administrator. The largest of these projects were the Sacramento Central Library and the Sacramento K Street Mall Improvement. As Monet Quick gave us a tour of the LAB and the CAMP, it became very clear to me how unusual these developments are and what a major role they play in the cultural development of Orange County. What makes these developments so unique is their high quality design, attention to esthetic concerns, concern for the environment and exceptional artistic programming by local artists. Not only can you buy a hand painted T shirt at the LAB, but you can also hear a poetry reading or concert by local bands at the CAMP!

Shaheen Sadeghi is one of the seminal arts leaders in Orange County (OC) today. With 84% of the arts and cultural organizations having budgets under \$500,000 and 58% with budgets under \$100,000; it is an emerging arts community. Mr. Sadeghi's plan for the SoBeCa District will allow artists to live and work in Orange County. This fact is critical for cultural growth, as Orange County has one of the highest real estate prices and personal income levels in Southern California. His work in Costa Mesa is a cornerstone of OC's arts community.

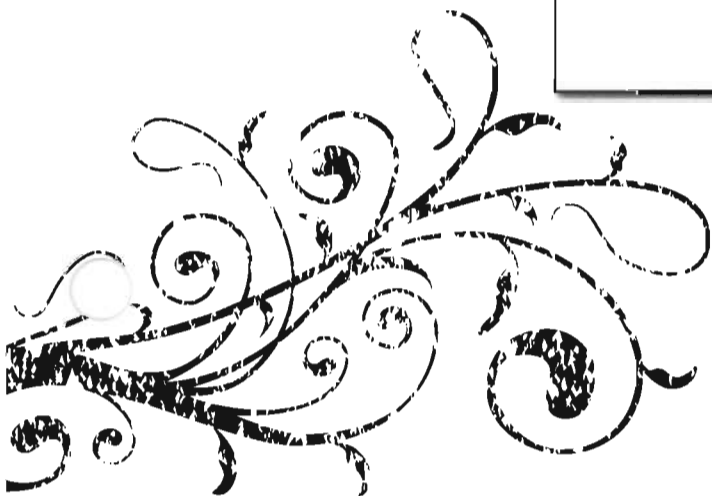
Please contact me at (805) 415-4848 for more information or if you have questions.

Best regards,

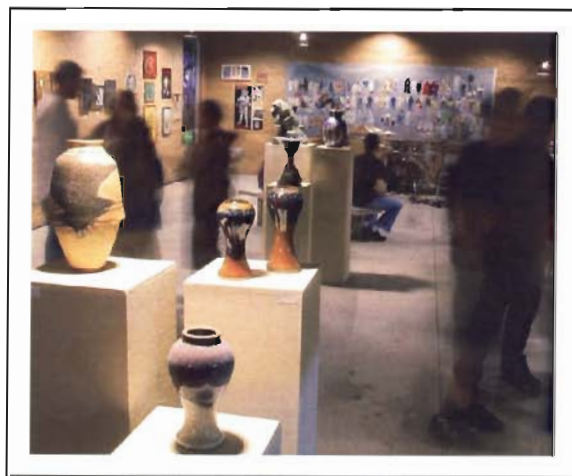
A handwritten signature in black ink that reads "Consuelo Marshall". The signature is fluid and cursive.

Consuelo Marshall  
Director of Development

3750 South Susan Street • Suite 200 • Santa Ana • CA 92704 714.556.5160 FAX 714.556.5099  
www.artsoc.org e-mail: info@artsoc.org www.artsource.org







#### Mazda North American Operations

May 19, 2006



To Whom It May Concern

SoBeCa, the South of Bristol Entertainment Culture and Arts organization created by Shaheen Sadeghi is a creative heaven in a sea of cookie cutter retail experiences. Mazda automobile designers and a variety of local automotive design studios relay on The Lab and The Camp for truly creative inspiration through the study of the latest design trends and innovative retail experience. Professional design business relies on first hand experience with consumer trends, fashion, art, architecture and lifestyle research. Shaheen has demonstrated a significant commitment to a creative environment with support for local painters, artist, photographers and musicians. The unique culinary experiences provided in the SoBeCa atmosphere are relaxing and stimulates a greater appreciation for discovering the retail environment.

I have worked along side the SoBeCa staff to support the OCDC, Orange County Design collective. A charity fund raising strategy utilizing Orange County's five billion dollar action apparel business and displayed a Mazda6 wagon show car. Personally, I have been a patron of this community of shops and restaurants for nearly 10 years. Feel free to contact me at [tpollard@mazdausa.com](mailto:tpollard@mazdausa.com) for further questions. Thank you for your time.

Sincerely,

Truman Pollard  
Lead Designer  
Mazda Design North America



OCDC - 2004 Orange County Design Collective show display and information card.



2080 Placencia Avenue • Costa Mesa, • CA 92627  
Tel: 949 645 0075 • Fax: 949 645 0076 • Email: info@mikacdc.com  
www.mikacdc.com

May 20, 2006

To Whom It May Concern:

It is my pleasure to recommend Mr. Sadeghi and his staff at The Lab and The Camp for the development opportunity in your city. As the director of an urban arts program in the underserved neighborhoods of Costa Mesa, I have had the opportunity of working with the people at The Lab in several community events.

The staff has been creative, encouraging and supportive in finding ways to include us, our students and their families in family-friendly events that inspire creativity and community. Mr. Sadeghi, along with his staff, is committed to revitalizing our city, The City of the Arts. It is important to us as a community development organization to partner with companies, churches and individuals who share our vision of revitalization for our area. The staff is not only concerned about implementing plans for development of a city, they are concerned about the people who live there as well.

The high standards of Mr. Sadeghi and his staff are apparent in all aspects of what they do. These are quality people doing quality work. If I can be of any further assistance to you in this matter, do not hesitate to call.

Sincerely yours,

*Calyn Khalil*  
Calyn Khalil  
Youth Arts Director  
(949.645.0075)

He has showed you what is good, And what does the Lord require of you



CHAPMAN  
UNIVERSITY

Career Development Center  
www.chapman.edu/career

ONE UNIVERSITY DRIVE • ORANGE, CALIFORNIA 92866

(714) 997-6942 • FAX (714) 744-7021  
Email: career@chapman.edu

May 22, 2006

Mr. Neil Calfee  
City of Tempe Community Development Center  
P.O. Box 5002  
Tempe, AZ 85280

RE: RFP for Property West of Tempe Center for the Arts

As the Internship Coordinator for Chapman University's academic internship program for the last five years, I am pleased to submit this letter of support for the LAB's application for your development opportunity.

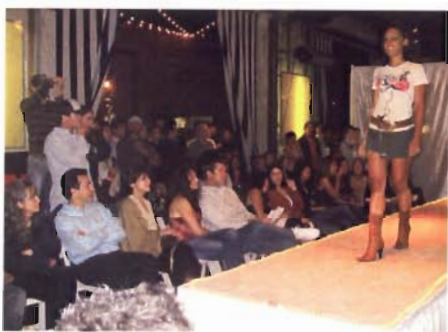
I met Monet Quick, Marketing and Communications Director for The LAB and the CAMP, when she was a Chapman student and intern. As such, I was greatly pleased when she sought out current Chapman students to intern with her organization and has been able to give back to the university in such an important way. These experiences for our students have proved to be highly worthwhile and I look forward to working with her group more in the future.

The LAB, the CAMP and the South on Bristol Entertainment, Culture and Arts District take an innovative approach to cultural development and I am in full support of expanding their mixed-use visions beyond Costa Mesa. If I can be of any more help, please call me.

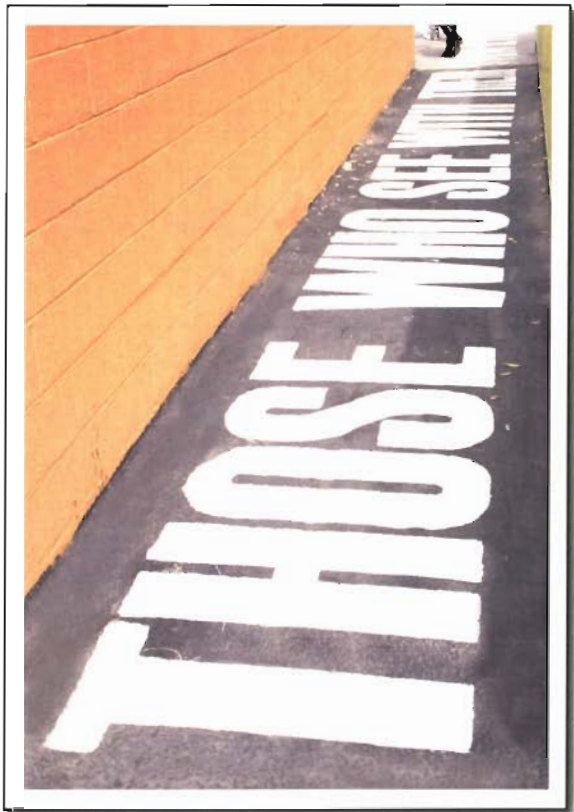
Sincerely,

*Kristy Beavers*

Kristy Beavers  
Internship Coordinator  
(714) 744-7980  
kbeavers@chapman.edu









SEGERSTROM HALL

600 TOWN CENTER DRIVE  
COSTA MESA, CALIFORNIA 92626  
714.556.2121 WWW.OCPAC.ORG

May 24, 2006

Mr. Neil Calfee  
City of Tempe Community Development Department  
PO Box 5002  
Tempe, AZ 85280

RE: RFP for Property West of Tempe Center for the Arts

To Whom It May Concern:

We have been very fortunate at the Orange County Performing Arts Center to have two world-class shopping destinations in our area and I would briefly like to attest to the positive impact they have had on this cultural institution.

Besides fostering an environment of creativity on his own properties, Shaheen has consistently tried to find ways to cultivate an appreciation for the performing arts with his constituents at The LAB and The CAMP. Whether it be through purchasing group tickets to a performance, through encouraging the free use of the two campuses for our needs, through partnerships with the retailers and restaurants in these facilities to promote our performances, The LAB and The CAMP have truly been a great neighbor.

Most importantly, the relationship we have built with The LAB and The CAMP has allowed us to speak to the younger generations, to people who do not tend to fit the profile of our traditional theater-attendee, so these efforts have been invaluable to us as we try to expand our audience and make The Center more relevant to every person in Orange County.

With our expansion in the final stages, we will continue to rely on The LAB and The CAMP to come up with innovative and imaginative approaches to making an appreciation for the arts not just something taught in schools, but something that can be learned/enjoyed in every day life.

If you have any questions or need any additional information, please do not hesitate to contact me at (714) 556-2122, ext. 4462.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jonathan B. Vietze', written over a circular stamp.

Jonathan B. Vietze  
Audience Development Manager  
714.556.2122, ext. 4462  
jvietze@ocpac.org

cc: Mr. Shaheen Sadeghi, SoBeCa District





# Building Community

In the natural progression of our relationship building within the community, LAB Holding LLC often discovers needs for which we can act as conduit for creative solution. For example, in working with local artists we may find there is a disconnect between various disciplines, or that a certain group should be recognized for talent, or students are using our venues for exploration in relation to their courses of study. Here it has been our pleasure to originate what are now branded events or organizations serving specific purposes. Community relations are strengthened, and the respect earned can only be a benefit to our tenants in their daily commerce.



inter discipline  
enriching the  
arts scholarship

An important element in our community building effort is interacting with local high schools, colleges and universities. Here the creative forces are experimenting without undue pressures and realities of the business world. LAB Holding has developed the IDEAS scholarship to encourage creative thinking, especially between teams of students from differing areas of study (i.e. architecture and business, marketing and industrial design). We offer a challenge annually to student teams to create a themed art installation within a set budget, to be composed, designed and actually installed (by the winning team) on one of our properties. With these installations as a focal point, unveiling events have become another community interactive event.

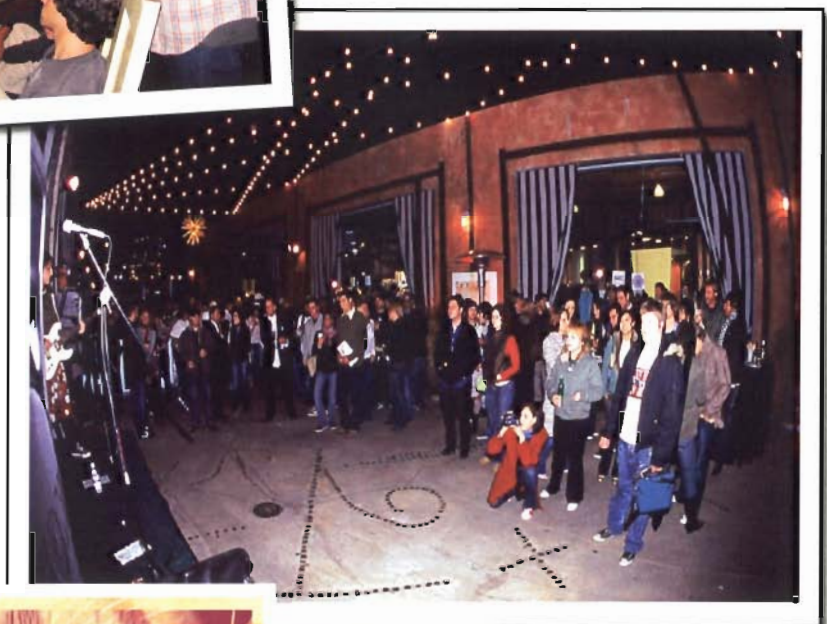
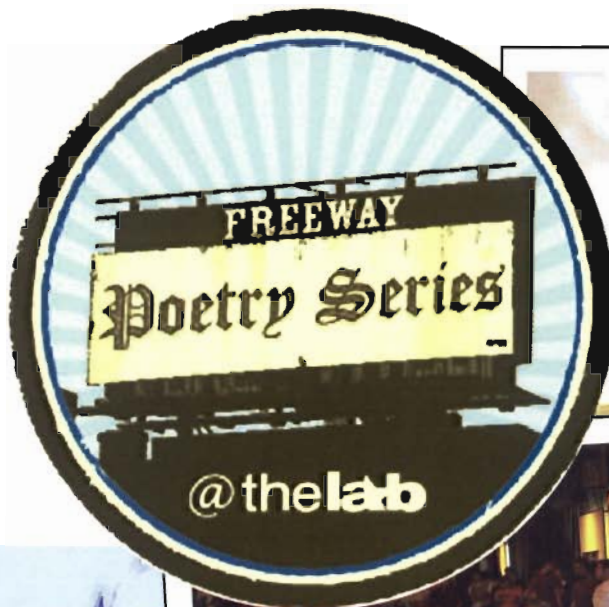


*Orange County Design Collective*  
— thelab —

Headquartered in Orange County, CA, lies the heart of the CA lifestyle fashion industry, home to the likes of Quiksilver, Volcom, Oakley, Ezekiel, Oneil, Lost, Ocean Pacific and so many others. With an intimate knowledge of many of the key companies here, LAB Holding LLC originated the Orange County Design Collective (OC/DC) in 2002. In honor of the tireless and resourceful design talent behind these renown firms, an evening of celebration and industry camaraderie is organized at one of the retail properties. Unique and one of a kind fashion ensembles are donated by each participating company, and auctioned off the evening of the event to benefit a chosen youth oriented charity. Now in its 4th year, the OC/DC seeks to expand even further by adding additional areas of design such as auto design, furniture design and emerging music bands and is currently working with these added venues. This branded event has drawn incredible attention to the working artists in the local community, to our properties where the events are held, and benefited a cause within the local area.



Several years ago we chose to organize KIN, Kreative Industry Network, to introduce artists specializing in various disciplines to other artists within the local market. With the building of this network, artists can more easily share information, collaborate on special projects (such as charity events or fundraisers) as well as gain business leads or trade leads. Our goal is to put artist in touch with artist, facilitate the communication, and allow the local organization to grow organically.



**THE Bridge mural**

**LIVE ART and music**

Andy Howell, Blain Fontana, Persue, Aero, Paul Drohan, Eduardo Valdivieso, Timothy McCormik, Kelsey Brookes and many others planting live.


for more info: [bridge.theglue.com](http://bridge.theglue.com)

**theglue network.com** **june 3rd** mural creation & music from 11 am - 9 pm **@thelab**

The Lab  
Events



# FUNLAND: STEP INSIDE CHILD



\* opening reception:  
April 21st, 7pm-11pm


The ARTery at the LAB:  
2930 Bristol Street  
Costa Mesa, CA 92626

www.thelab.com  
www.coopgalleries.org  
proudly presents...

An art show by ...**KELLY LEE BARRETT**...

photography  
photo books  
mixed media  
found objects

The ARTery is an 8' x 40' shipping container transformed into a neighborhood community art gallery. Located at The LAB, across Bristol Street in Costa Mesa, The ARTery is at the heart of the vibrant resurgence of Southern California. The ARTery is dedicated to supporting emerging artists through their exhibitions. Each artist will be presented in a solo or group show that will last the duration of two weeks to one month. In addition to the show, each artist will be featured within The Lab's collaborative efforts to further support the art community.



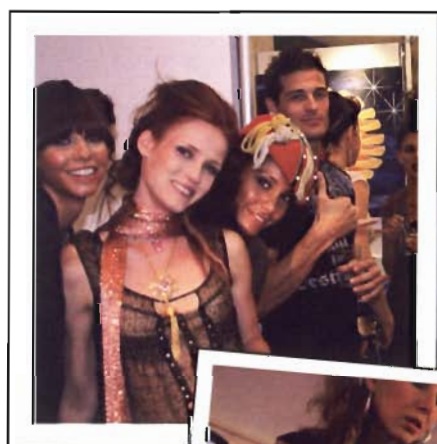
SAT JUN.10  
2-5pm

**PÊT À PORTER**  
a pet runway fashion show

Pet fashions on  
The LAB's catwalk  
doggie style!

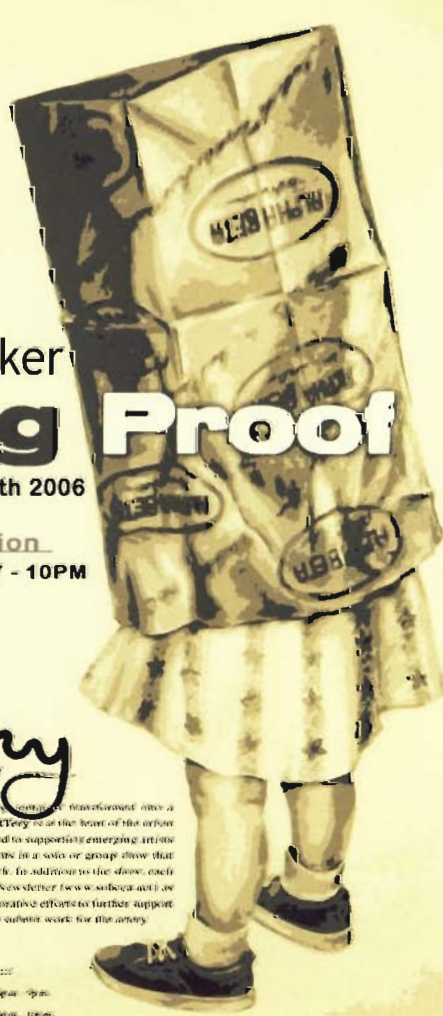
**the lab**

2930 Bristol Street • Costa Mesa 92626 • www.thelab.com




OPENING RECEPTION SATURDAY  
APRIL 22ND 8PM-MIDNIGHT

THE CO-OP KIOSK  
2937 BRISTOL STREET  
COSTA MESA, CA 92626  
WWW.THECAMP SITE.COM  
WWW.COOPGALLERIES.ORG



**SoBeCa DISTRICT**  
**the lab**  
Present:

**Tammy Walker**  
**Living Proof**  
June 11th 2006

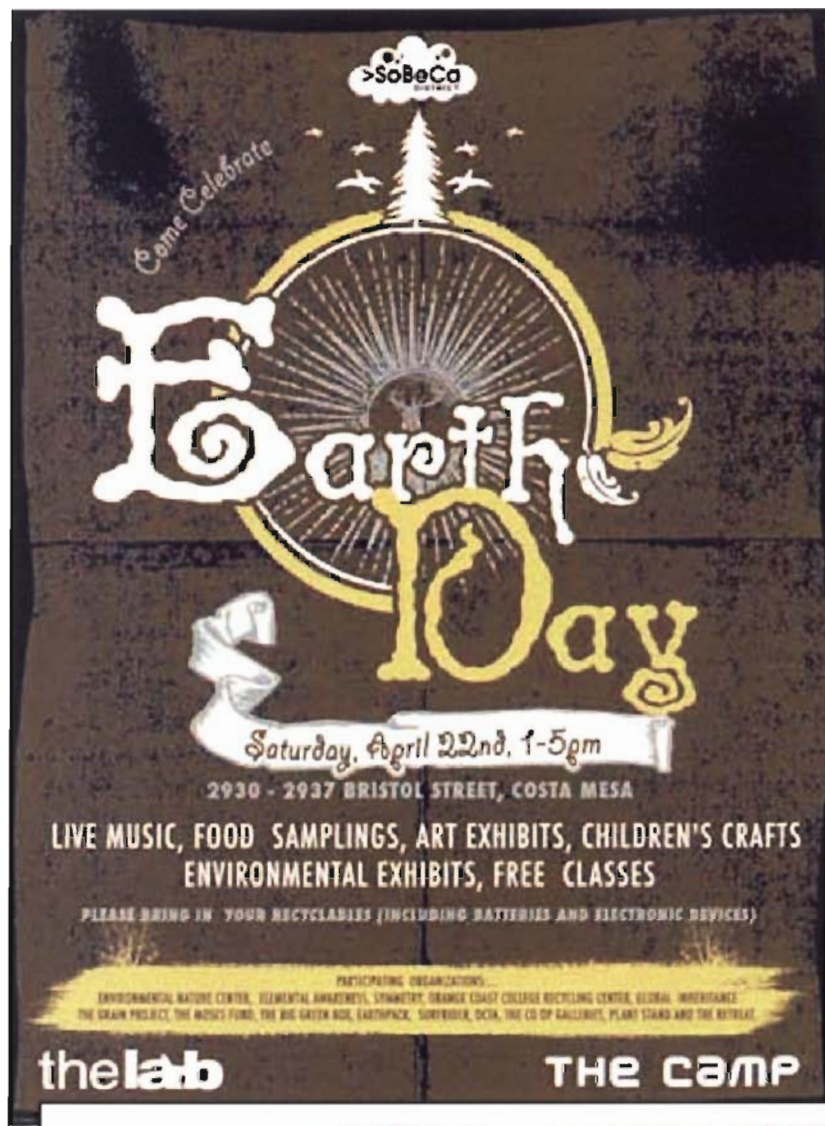
Opening Reception  
May 20th 7 - 10PM

**the ARTery**  
WALK-THRU GALLERY

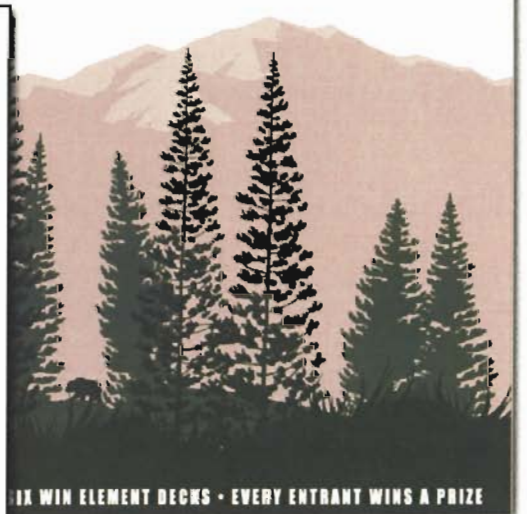
The ARTery is an 8' x 40' shipping container transformed into a neighborhood community art gallery. The ARTery is at the heart of the vibrant resurgence of Southern California, dedicated to supporting emerging artists through their exhibitions. Each artist presents in a solo or group show that lasts the duration of two weeks to one month. In addition to the show, each artist will be featured within The SoBeCa Newsletter (www.sobeca.net) as well as promoted through The LAB's collaborative efforts to further support the art community. If you would like to submit work for the artery, E-mail: [submission@coopgalleries.org](mailto:submission@coopgalleries.org)

Gallery Hours  
Sunday - Thursday 12 PM - 5 PM & Open - Open  
Friday and Saturday 12 PM - 5 PM & Open - 10 PM



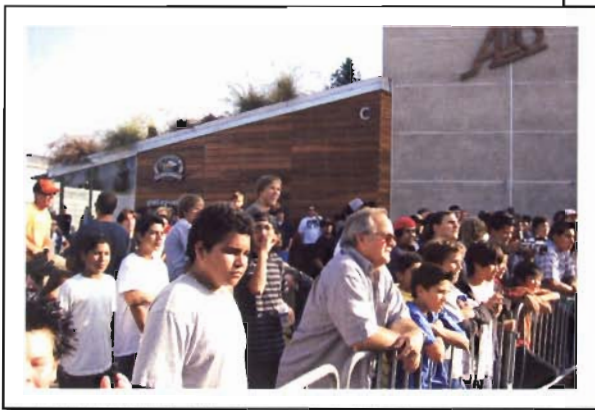


ELEMENTAL AWARENESS AND THE CAMP PRESENT  
**GAME OF S.K.A.T.E.**  
WIN A SCHOLARSHIP TO ELEMENT YMCA SKATE CAMP



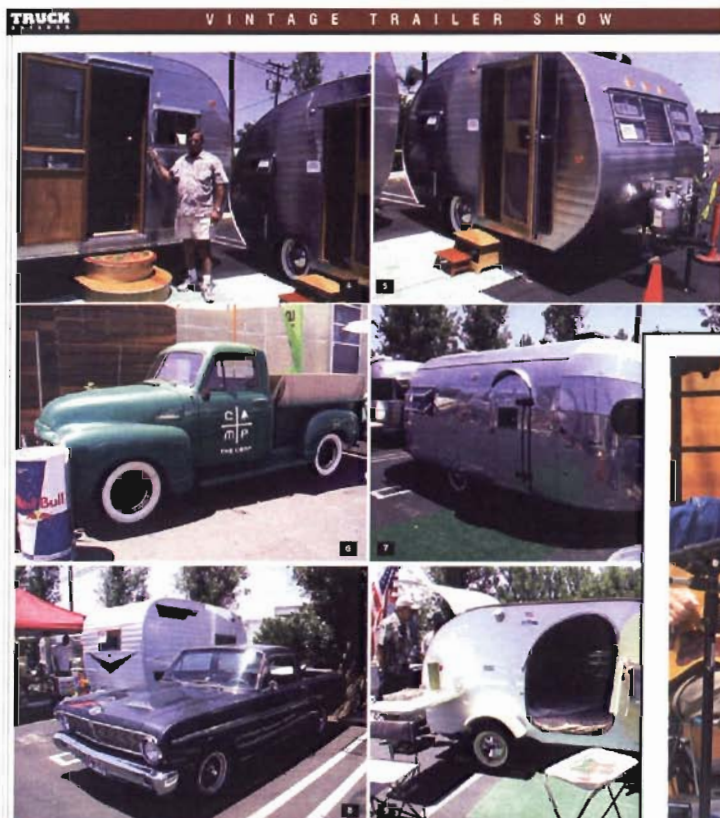
The Camp  
Events





# MOBILE SPACES

a vintage trailer encampment



**THE CAMP**

2937 Bristol Street  
Costa Mesa, CA 92626



4. Mike Keenan of MEL Trailers organized the show, and he also showed off a pair of trailers that his company just restored.
5. Check out the whitewall tires on this beauty.
6. Proving that the folks at The Camp are into our way of thinking, they have this really nice GMC as their truck.
7. This early Airstream would be the perfect location for that weekend getaway.
8. Lewis and Roberta Phillips use a Ford Ranchero to tow their 1965 Cardinal Lovebird Deluxe to all the events.
9. Looking a lot like the famed Teardrop, this 1966 Scadabout has the "kitchen" under the rear hatch.



THE CAMP AND AMOR PRODUCTIONS PRESENT

**SATURDAY**  
MAY 20 7-10PM

A NIGHT OF LIVE MUSIC  
AROUND THE CAMP

FEATURING  
ERICK MACEK,  
DAN MARRINER,  
LAURA MARTIN AND  
REINA BOONE

FREE  
ESPRESSO, CAPPUCCINO,  
MOCHAS, LATTES,  
VANILLA CHAI TEA  
EVERYONE.

BROUGHT TO YOU BY:

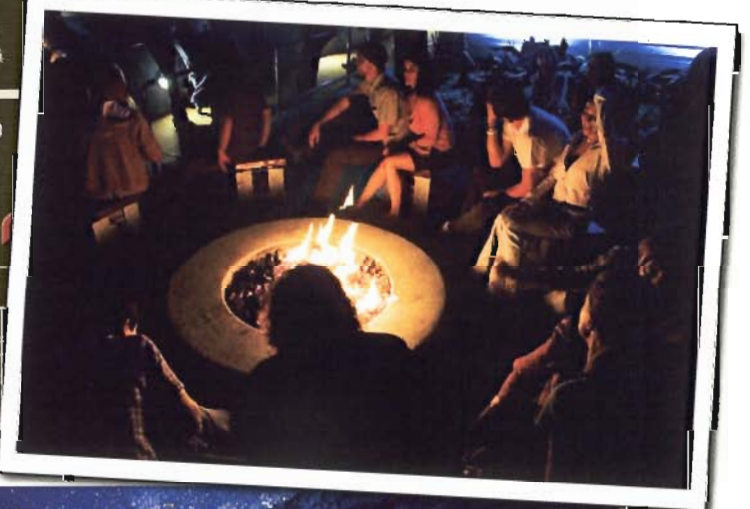
**CAMP  
FIRE  
MUSIC**

**CAMP  
FIRE  
MUSIC**

**amor**

**CAMP  
FIRE  
MUSIC**

2937 Bristol Street  
Costa Mesa, CA 92626  
www.thecampsite.com



**OPENING EYES BY OPENING MINDS**

OCC Students will unveil  
their large 3-D installation  
during a day of water themed  
artwork, live music and  
food samplings.

OPENING RECEPTION:  
**SATURDAY,  
MAY 13TH**  
FROM 2-7 PM @ THE CAMP

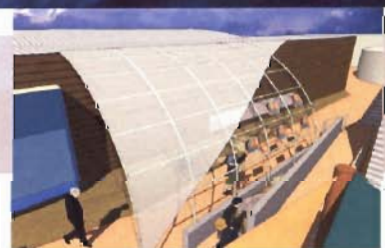
**THE PIPELINE**  
IS THE WINNING PROPOSAL FOR  
THIS YEAR'S IDEAS CONTEST  
(INTER-DISCIPLINE ENRICHING  
THE ARTS SCHOLARSHIP)

**CAMP  
FIRE  
MUSIC**

2937 BRISTOL ST., COSTA MESA, CA 92626  
WWW.THECAMPSITE.COM

Arts Orange County & Orange County Department of Education  
PRESENT

**IMAGINATION  
CELEBRATION**





# Team Experience and AOA Project Roles

In direct response to the RFP's request for specific project experience, we have outlined each team member's responsibilities on predominant LAB Holding LLC projects, as well as anticipated duties for the Area of Arts project. (For more detailed experience, please refer to resumes under the "organizational" heading.)

## SHAHEEN SADEGH

### Developer, Current Projects

- Creator of the LAB, CAMP niche retail center concepts
- Assemblage and negotiation of all land purchases (all projects)
- Solicitation and lease negotiation of key anchor tenants (all projects)
- Development of new retail concepts and hand selection of local operators
- Restaurant concept development and operator selection
- Design lead on development (LAB, CAMP, Sobeca Bldg, Bristol Sq. shopping center, The Plant Stand, Baker Salon, the Box art studios, etc.) as well as new construction interview and hiring of architectural and construction firms (all projects)
- Originator of Sobeca arts district concept.
- Coordination with municipalities on rezoning efforts; chair of overlay committee; drafting of Sobeca ordinance

### Area of Arts, Developer and Creative Director, responsible for:

- Concept engineer and author of vision document for the project
- Design lead, architectural selection and supervisory role throughout construction
- Selection of construction partners and construction manager
- Set tenant development guidelines and act as lead negotiator
- Retail and restaurant concept development and recruiting

## CHRIS BENNETT

### Director of Development, Current Projects

- Project Manager, the CAMP project, Bristol Sq. shopping center
- Coordinator with municipality departments (planning, zoning, traffic, etc.) and governmental agencies (health dept., ABC, Coastal Commission, etc.) (all projects)
- Supervisor of TI (all projects)
- Design consultant and Project Manager for all local development projects (Bristol Sq. shopping center, the Plant Stand, Baker salon, the Box art studios, etc.)

### Area of Arts, Director of Development, responsible for:

- Sr. Coordinator with local municipalities (in liaison with local Tempe personnel)
- Design consultant during architectural process (building and landscape)
- Interview and assist in selection of and negotiation with construction firms
- Project Supervisor (in liaison with local Tempe Construction Manager)
- TI supervisor (in liaison with local Tempe TI Construction Manager)

#### LINDA SADEGH

##### COO, Current Projects:

- Partnership relationships (LAB, Bristol Sq., Randolph Bldg.)
- Director of CFO, Property Mgr., Director of Marketing (all projects)
- Banking and financial relationships (all projects)

##### Area of Arts, COO, responsible for:

- Construction finance administration
- Banking and financial partner relationships
- Hiring of Tempe satellite office operational personnel

#### TRACY ANTOUN

##### CFO, Current Projects:

- Supervisor A/R, A/P for all projects
- Budgets and Projections for all projects

##### Area of Arts, CFO, responsible for:

- Construction finance administration
- Supervisor A/R, A/P
- Budgets and Projections, interface with outside consultants
- Supervisor Tempe property manager and operations personnel

#### KELLY WACKERMAN

##### Director of Leasing, Current Projects:

- Leasing, all projects
- Tenant research, development, solicitation, relationship, all projects
- Coordination TI events with construction personnel, all projects

##### Area of Arts, Supervisor of Leasing:

- Supervisor and consultant to Tempe office leasing and tenant development personnel

#### MONET QUICK

##### Marketing and Communications Director, Current Projects:

- Press liaison and advertising budgets, all projects
- Community relations liaison, all projects
- Event planning, promo budgets, all projects

##### Area of Arts, Marketing and Communications Supervisor:

- Initial press contacts and consulting, web site set up, promotional materials
- Supervisor and consultant to Tempe office community relations and event planning personnel



## RON POMPEI

### Lead Architect, Current Projects

- Architect & public space designer, LAB retail project
- Architect, Urban Outfitters, LAB retail project
- Signage and Public Interaction designer, LAB retail project

### Area of Arts, Lead Architect, responsible for:

- Concept design of mixed use layout for 12 acre parcel
- Concept design of structure layouts, component mix, public spaces
- Concept design of amenity spaces (galleries, kiosks, park, amphitheatre)
- Initial site plan drawings

## TOM ITO

### Area of Arts, Architect of Record, responsible for:

- Co-architect of project design
- Complete, stamped construction documents
- Liaison between Design Architect, Management and General Contractor
- Contact for construction RFI's
- Assist Management in construction partner selection and negotiation
- Initial Construction Schedule
- Supervisor and consultant to Tempe office leasing and tenant development personnel

## ANDY SPURLOCK

### Landscape Designer, Current Projects

- Award winning original landscape design for the CAMP retail project
- Construction consultant all landscape features, the CAMP retail project

### Area of Arts, Landscape Designer, responsible for:

- Detailed and final landscape design, including waterways, material call outs
- Budget development for landscape features
- Resource selection, negotiation for landscape features
- Assist in landscape contractor selection and negotiation
- Construction consultant all landscape features



# Working with Neighbors

Built on the foundations of "the 3-C's", the intertwining of "community, culture and commerce", it goes without saying the LAB Holding LLC team values relationships with its' neighbors. "Neighbors" means tenant relations, neighborhood relationships, larger community organizations, business and trade groups, and beyond to municipality and government relationships.

Specifically, our personnel maintain these relationships via:

1. Property managers who are hand picked, specialized and project specific. We don't "farm out" our tenant relationships to larger, conventional property management companies.
2. On site management and marketing team. No "distant" relationships.
3. Spearheading neighborhood initiatives for community benefit (not ours alone.) Most recently we entitled the SoBeCa arts district, forming a 39 acre community, of which we own 14 acres. Our holdings were acquired by working diligently and fairly with 10 different local owners. In working with the City of Costa Mesa, and as co-author of the ordinance, we achieved rezoning for the entire district over the course of 3 years, chairing the ordinance committee, ensuring organic growth guidelines and increased property values for all.
4. In-house marketing staff organizing events to benefit the larger community such as farmers market, street festivals, disaster relief benefits. Initiating neighborhood joint marketing efforts such as district wide shopping and restaurant maps, coordination, design and distribution. Allowing neighboring schools to use our properties as open air classrooms or galleries free of charge. Organizing local hotel concierge open house events neighborhood-wide.
5. Active membership with local trade groups, Visitors and Convention Bureaus, serving on the board of the local Chamber of Commerce, Cultural Arts Committee board, ICSC, Urban Land Institute, SIMA, etc.

Our greatest credentials re successful community relationships are illustrated by accolades from our peers and city officials. Please refer to recent awards based on our success in working with neighbors and stakeholders surrounding our projects....







## *Certificate of Special Congressional Recognition*

*In Honor of*

*Shaheen Sadeghi*

*The Lab / The Camp*

*In Appreciation Of Your Outstanding and Dedicated Commitment To  
Community Revitalization In Orange County. I Join With the Constituents  
Of the 47<sup>th</sup> District In Thanking You For Your Generosity and Sacrifice.*

April 28, 2006

Date

Loretta Sanchez  
Member of Congress



**Dana Rohrabacher**

## **Certificate of Congressional Recognition**

**Presented to**

**Shaheen Sadeghi**

*Community Revitalization Award*

Costa Mesa Chamber of Commerce and South Coast Metro Alliance

APRIL 28, 2006

DATE

MEMBER OF CONGRESS

CALIFORNIA LEGISLATURE

# Assembly



## RESOLUTION

By the Honorable Van Tran  
68th Assembly District; Relative to commending

### Shaheen Sadeghi

**Whereas**, On April 28, 2006, the Costa Mesa Chamber of Commerce and South Coast Metro Alliance will host the 2006 Hall of Fame Awards at which time Shaheen Sadeghi will be presented with the Community Revitalization Award and, upon this occasion, he is deserving of the special honors and highest commendations of the people of the State of California; and

**Whereas**, Shaheen Sadeghi distinguished himself in the fashion industry with such notable companies as Jantzen, Gotcha Sportswear, and Quiksilver; and

**Whereas**, Initially appearing in the spotlight for the community revitalization in 1993, Shaheen Sadeghi transformed a run-down factory along Bristol Street in Costa Mesa and created The LAB, an indoor-outdoor retail center; and

**Whereas**, Combining a unique blend of tenants, The LAB is a mixture of restaurants; specialty retailers which focus on youth; a common area used as a gathering spot for poetry readings, acoustic music, and film events; and the ARTery, a walkthrough art gallery which features a new exhibit each month; and

**Whereas**, Committed to his single-handed community revitalization plan by creating and opening The CAMP directly across the street from The LAB, Shaheen Sadeghi has produced in this new center a creative combination of specialty retailers catering to outdoor sports; and

**Whereas**, Shaheen Sadeghi has continued to expand his redevelopment of the area adjacent to The LAB and The CAMP, leading to the city's adoption of a mixed-use overlay district for the Bristol Street corridor area titled SoBECA Urban Plan; and

**Whereas**, Throughout the years, Shaheen Sadeghi has become renowned for his superb ability to work with a diverse group of people in order to forge solutions to the challenges that face the community; and

**Whereas**, The contributions that Shaheen Sadeghi has made to the welfare and improvement of the community have been invaluable, and he has served as a worthy model for all public-spirited people of the state; now, therefore, be it

**Resolved by Assembly Member Van Tran**, That Shaheen Sadeghi be congratulated on his receipt of the Community Revitalization Award, commended on his exemplary record of civic leadership, and extended sincere best wishes for success in the future.

Members Resolution No. 1244

Dated this 28th day of April, 2006

*Van Tran*  
Honorable Van Tran  
68th Assembly District





# County of Orange

## **SHAHEEN SADEGHI**

### **COMMUNITY REVITALIZATION AWARD**

*Supervisor James W. Silva presents the following proclamation:*

**WHEREAS**, Shaheen Sadeghi is the recipient of the Community Revitalization Award for his individual achievement and service to the community of Costa Mesa and South Coast Metro; and

**WHEREAS**, Shaheen first came into the spotlight for community revitalization in 1993 with the transformation of a run down factory along Bristol Street in Costa Mesa, creating The LAB, an indoor-outdoor retail center; and

**WHEREAS**, at The LAB Shaheen blended a unique combination of tenants which include restaurants and specialty retailers focused on youth and culture; and

**WHEREAS**, the artistic influence at The LAB serves as a venue for poetry readings, fashion shows, acoustic music events, film screenings and monthly art exhibits featured at the ARTery, an 8' X 40' storage container turned into a walkthrough gallery; and

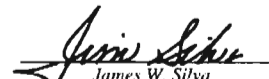
**WHEREAS**, Shaheen expanded his single-handed community revitalization directly across the street from The LAB by creating and opening The CAMP which is a creative mix of organic, boutique retailers catered to healthy living and outdoor, action-sports; and

**WHEREAS**, the Lansing, Michigan native distinguished himself in the fashion industry with such notable companies as Jantze, Gotcha Sportswear and Quiksilver; and

**WHEREAS**, Shaheen is leading the city of Costa Mesa to the adoption of a mixed-use overlay district for the Bristol Street corridor area (SoBECA Urban Plan) and will continue to redevelop and revitalize the community;

**NOW, THEREFORE, BE IT PROCLAIMED** that Supervisor James W. Silva of the Orange County Board of Supervisors does hereby recognize and congratulate Shaheen Sadeghi on receiving the 2006 Community Revitalization Award by the Costa Mesa Chamber of Commerce and the South Coast Metro Alliance, and further, wishes him well.

April 28, 2006

  
James W. Silva  
Supervisor, Second District

# *City of Costa Mesa*

## *Proclamation*

**SHAHEEN SADEGHI**

**WHEREAS**, Shaheen Sadeghi has contributed greatly to the economic and aesthetic revitalization of the Bristol Street Corridor of Costa Mesa since 1993; and

**WHEREAS**, Shaheen Sadeghi established an innovative indoor/outdoor retail shopping center known as "The Lab" at the former site of an abandoned factory on Bristol Street; and

**WHEREAS**, Shaheen Sadeghi arranged for "The Lab" to offer specialty restaurants and retailers specifically for teens and young adults; and

**WHEREAS**, Shaheen Sadeghi provided an art gallery and promoted coffee shop events at "The Lab" as a positive venue for local teens; and

**WHEREAS**, Shaheen Sadeghi added "The Camp," a new retail venue in the Bristol Street Corridor which promotes outdoor sports; and

**WHEREAS**, Shaheen Sadeghi has continued to enhance the Bristol Street Corridor in new and creative ways and has successfully implemented revitalization consistent with the SoBECA Urban Plan.

**NOW, THEREFORE, I, ALLAN R. MANSOOR**, Mayor of Costa Mesa, recognize Shaheen Sadeghi's contributions to the Costa Mesa community and congratulate him on receiving the 2006 Hall of Fame Community Revitalization Award.

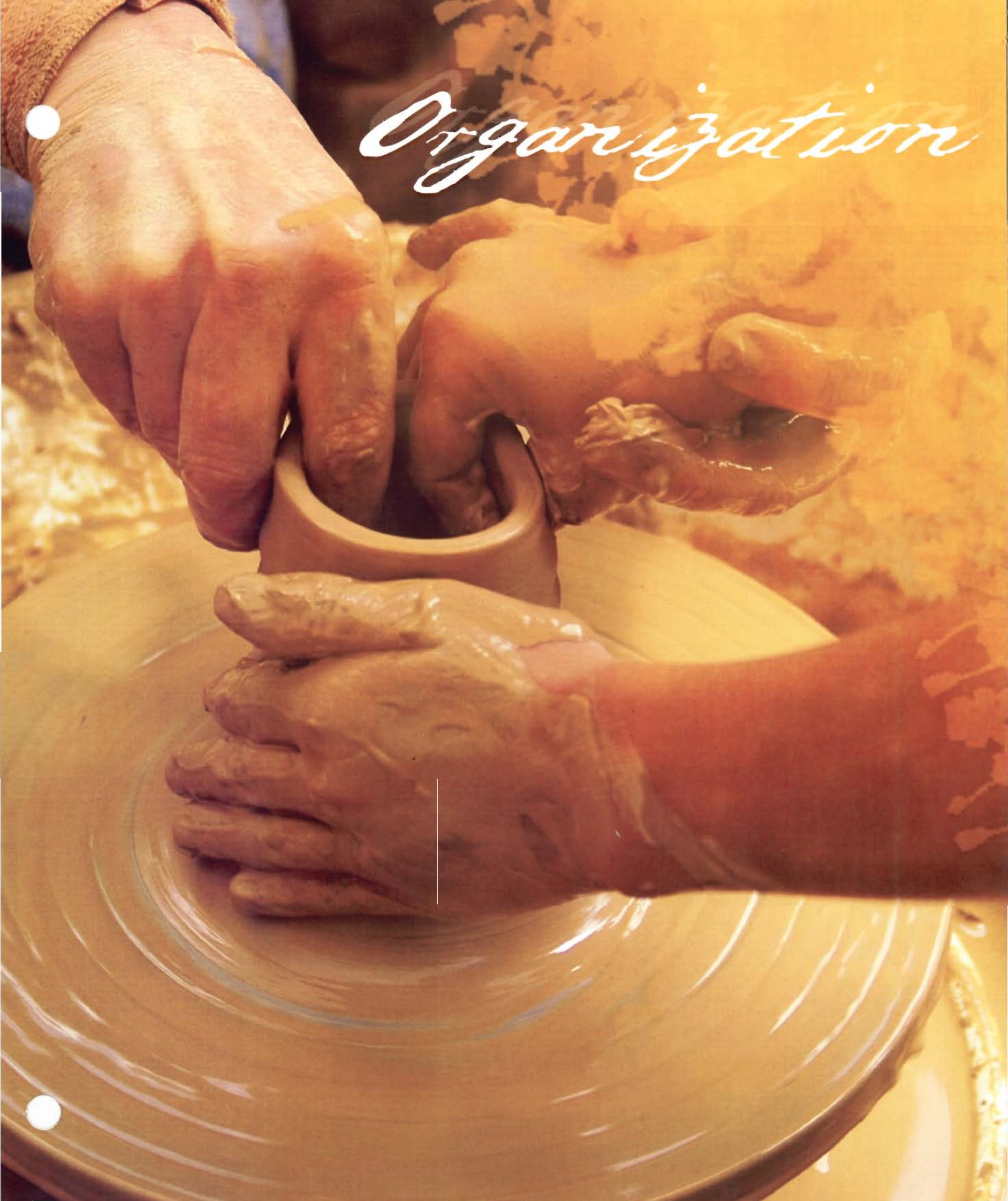
**IN WITNESS THEREOF**, I have hereunto set my hand this twenty-eighth day of April, in the year two thousand and six.



  
\_\_\_\_\_  
Mayor of the City of Costa Mesa



# *Organization*





# Organization

As The LAB Holding team has proven experience creating, developing and operating unique community projects. The LAB team is more than qualified, as illustrated by the thumbnail resumes following, to assume responsibilities required.

In addition to our core staff, the LAB team has formed invaluable partnerships over the last decade which bring a wealth of unparalleled talent to this project. This consolidated effort brings years of in depth experience with similar projects as well as firms renown both nationally and internationally. Following are short bios of these invaluable collaborators, with website addresses so you may access additional background information.

Each member of this team has developed a unique reputation of performance and implementation and will ensure that this project is not only at the forefront creatively, but will be built with quality and in a timely manner. All noted "collaborators" have been involved in in-depth discussions regarding the specifics of this project and are committed to the realization of the Artist Village project via collaboration between their firms and LAB Holding, LLC.





# Resumes

## SHAHEEN SADEGH

Principal, LAB Holding, LLC



After almost 20 years building a highly successful career in the retail and fashion industry, most recently as President of Quiksilver (a \$2 Billion global fashion and retail company trading on NYSE), Shaheen has taken his international managerial and team building experience to an unconventional place. With years of experience throughout the Far East and Europe combined with his highly developed trend intuition, he has made waves in the arena of retail and commercial real estate by creating highly successful niche marketing community centers. In the last decade he has conceived, built and continues to operate the revolutionary LAB retail project, CAMP green project, Project C mixed use urban project among others and garners international recognition and local awards.

He has been a guest speaker at the Urban Land Institute, ICSC, Ted Sell Conference, SIMA, Warnaco, Nortel Communications, the Quest organization, consultant for Fortune 500 companies such as General Motors, Volkswagen, McDonald's, Nestle, and many others. He was invited to a global multi-industry trend symposium in Cap Ferret, France in 2005. Locally, he chaired the Bristol Overlay Committee, is currently a Chamber of Commerce board member, consistently listed in "the O.C.'s top 101" and the L.A. fashion industry's "Top 25", and recipient of the Hall of Fame award for Community Revitalization in Costa Mesa.

Shaheen is a graduate of Pratt Institute in New York City, with a B.A. in design and has completed the Harvard Business School Executive Finance program in Boston.

Supported by the expertise of his core staff and hand selected expert project partners, Shaheen's creative yet commercial approach aligns with Tempe's desire for an arts oriented community near the Center for the Arts.



## CHRIS BENNETT

Director of Development, LAB Holding, LLC



Chris's experience began while working for the RRM Design Group designing numerous master planned communities throughout CA. Contingent to that work was the design of several downtown revitalization programs. Moving to TMC Chris oversaw teams of master planners, architects, engineers and landscape architects for the community projects of North Peak (500 acre) and Liberty (3000 acres).

Chris managed numerous retail and residential community projects at JOA as Sr. Project Mgr., serving both private developers as well as public agencies within Orange County. One such project was serving as construction consultant to the CAMP green project.

Since joining the LAB team, Chris has become instrumental in furthering our foray into mixed use projects and expanding liaisons with like minded creative City planning departments.

With an M.B.A. as well as a B.S. (Landscape Architecture) from San Luis Obispo, combined with his many years of construction expertise, and with a recognized talent in the fine arts, Chris is uniquely qualified to contribute to the Artist Village project.

LINDA SADEGH  
COO, LAB Holding, LLC



As a partner since the inception of the LAB organization, Linda has been instrumental in organically growing and supervising the operational departments. This involves hiring and training specialty property managers, financial talent, marketing and community relations personnel. Over the last decade the LAB team has stood apart from conventional developers in creative marketing, interfacing with local artisans as well as the community thru custom oriented events, developing "branding" of a real estate product, innovative advertising and promotion.

Through the last decade, important relationships have been nurtured with banking and financial institutions to enable growth into additional markets.

Linda draws from her 20 years in management positions with an international fashion sourcing, production and finance background, working for the likes of Catalina, Ocean Pacific, PCH, and for national accounts such as Federated Dept. stores and Neiman Marcus. Linda graduated Pratt Institute in New York with a B.A. degree in design.

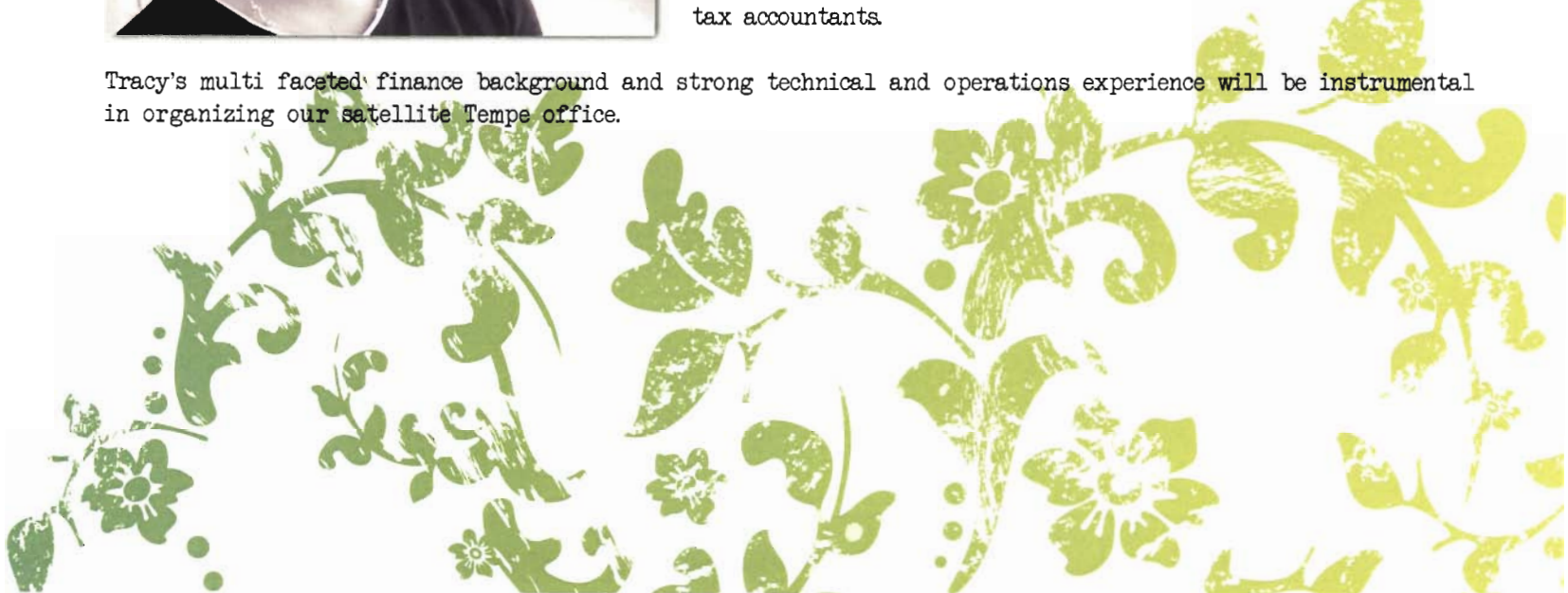
Linda and her team bring business savvy and solid financial relationships to support the operations and ongoing day to day functions of all our projects, along with the creative slant to maintain the integrity of our unique product.

TRACY ANTOLIN  
CFO, LAB Holding, LLC



With over 17 years in the financial field, Tracy brings a broad knowledge of business accounting expertise to the LAB Holding team. Graduating from Cal State Fullerton with a BA in Accounting, Tracy served as Purchasing Manager, Admin. Mgr. as well as Controller before joining LAB Holding LLC as CFO. Tracy and her staff of accounting professionals ensure direct responsibility of property management cash functions including collections, as well as budget creation and management for promotional funds, CAM expenses and reconciliations, as well as impound accounts. She is the contact person for outside financial consultants, financial planners and tax accountants.

Tracy's multi faceted finance background and strong technical and operations experience will be instrumental in organizing our satellite Tempe office.





### MONET QUICK

Marketing and Communications Director, LAB Holding, LLC



Unique to the commercial development industry, the essence of Monet's position is community relations and interaction, developing cooperative efforts with local arts and business trade organizations, creation and execution of meaningful events and activities exclusive to each individual property. With a B.A. in Communications from Chapman University, Monet brings years of experience in multiple facets: media development and promotions, market research, publicity campaigns, event planning and execution, press kits, website design and database management, budget planning. Before joining our team, her recent experience at South Coast Repertory established important relationships to the local arts community and interaction with publicists, media, vendors and the public. Monet is a board member of the Cultural Arts Committee in Costa Mesa.

Monet will serve as supervisor and consultant to the key marketing and community relationships personnel for the Tempe satellite office. She will be instrumental in guiding and training as well as initial budget creation and supervision.

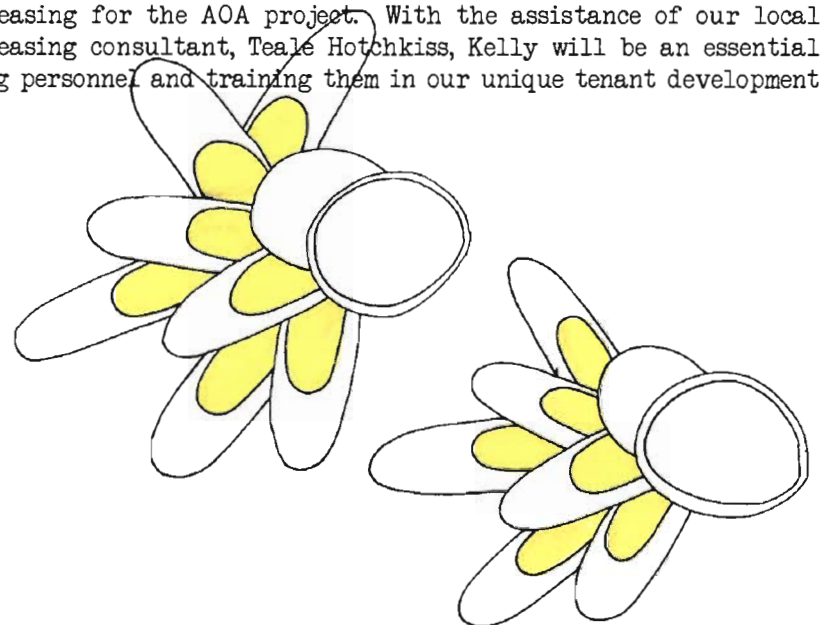
### KELLY WACKERMAN

Director of Leasing, LAB Holding, LLC



Joining the LAB Holding team in 2005, Kelly has quickly assumed responsibilities for in house tenant development, tenant relations and leasing. As a licensed real estate professional with experience in the lending markets, combined with a B.A. in Psychology earned from Cal State Long Beach, she brings enthusiasm and technical knowledge to our creative team. Kelly is in charge of tenant research and development in tandem with Shaheen, researching market opportunities and matching them with successful operators creating new venues and businesses custom for our innovative properties.

Kelly will serve as initial contact for tenant development and leasing for the AOA project. With the assistance of our local leasing consultant, Teale Hotchkiss, Kelly will be an essential asset in hiring permanent satellite office leasing personnel and training them in our unique tenant development procedures for ongoing operations.



### RON POMPEI

Principal and Creative Director, Pompei A.D.  
Collaborator: Design Architect



Schooled at the renowned Philadelphia College of Art as well as Cooper Union and Pratt Institute in New York, Ron brings an award winning and multifaceted approach to architecture incorporating holistic approaches to contemporary forms of expression. His firm, Pompei A.D., has been hailed as one of the most influential design teams in the movement for creative urban revitalization. Notable clients include retailers Anthropologie, Urban Outfitters and the Discovery Channel flagship stores. Projects include the Rubin Museum of Art, design of visitor experiences and exhibitory, as well as for the California Academy of Sciences.

Ron's focus is the mesh of community, commerce and culture and mirrors the LAB's passion for rooted, sustainable projects. We are honored to have his participation in laying the architectural foundation for the Artist Village, providing "transformational experiences" for visitors on various levels. His own experience as a sculptor and artist, enriched with world travels, give one of a kind insight to the compilation of a living commercial village.

The LAB's collaboration with Pompei A.D. is ongoing, originating with the LAB retail project designed by Ron in 1992. This is an ongoing relationship rich with the sharing of creative ideologies and information. We believe Pompei A.D. is the design and concept architect of choice to energize the Artist Village and would continue to be a guiding hand as the project matures.

### ELLEN DEPOORTER

Studio Director, Pompei A.D.  
Collaborator: Design Architect, LAB Holding, LLC



As "Team Leader" for the Area of the Arts project, Ellen brings her sensibilities both as a practicing architect as well as an accomplished artist, exhibiting her paintings across Europe as well as the U.S. Receiving her Masters Degree in architecture in Belgium, Ellen offers a wide array of experience from concept and design development, architectural drawings, structural and mechanical drawings, large scale renovation and new construction projects here and abroad, to creative retail branding and store concepts for such notable clients as Urban Outfitters.

We welcome Ellen as specialized creative support from the Pompei A.D. team.





### TEALE HOTCHKISS

Senior Associate, Phoenix Commercial Advisors  
Collaborator: Consultant



Teale brings a dual knowledge of the Orange County, CA and Tempe, AZ markets as an invaluable bridge for our development projects in Tempe. After graduating from Cal Poly San Luis Obispo, she spent years in the Southern California real estate market specializing in urban retail projects. From 2000-2005 she served as a Sr. Associate with Grubb & Ellis. The LAB Holding LLC team has had a strong professional relationship with Teale in the Orange County market and she carries valuable knowledge of our company culture as expand to Tempe. She has since relocated to her native Phoenix metro roots and is specializing in mixed use development, redevelopment and retail leasing where her expertise will aid in tenant development for AOA.

Teale's unique understanding that the needs of a community drive a successful tenant mix align perfectly with the LAB's, (Little American Businesses), successful history of building unique, thriving, and community based projects.

We look forward to Teale's continued expertise and support to our Tempe satellite office in the areas of leasing consultant and tenant development.

### CHARLOTTE SELBY CHRISTIAN

Associate Vice President, Phoenix Commercial Advisors  
Collaborator: Sr. Consultant



We are honored to have the commitment of Charlotte Christian, a respected expert in the Tempe commercial real estate market, as cornerstone liaison and support for our expansion into the Tempe market. As a graduate of Arizona State University, combined with her extensive expertise in assemblage, mixed use redevelopment and urban infill programs, working relationships with municipalities and local architects, she has become an expert senior advisor to our team.

Beginning her career with CB Commercial, she later joined Cabot, Cabot & Forbes, Eaton Int'l, and Stratford American, gaining valuable development experience in creating commercial and office facilities for Motorola, Pillsbury, Bank One, American West and others. Later at CB Richard Ellis she earned honors as one of the nation's top brokers as well as the coveted Ben Cowles Award for ethics and performance excellence. Most recently she has joined Phoenix Commercial Advisors as specialist in creating successful urban projects. Charlotte has extensive knowledge of the LAB Holding LLC's mission and understanding of our operation and product.

We will rely on Charlotte's continued advisory position once the project is complete to ensure quality support to our Tempe operational and community relations teams.

### THOMAS ITO

Principal, Gensler

Collaborator: Architect of Record



As a principal at Gensler and a leader of its global Hospitality Practice, Tom is charged with providing overall direction and quality for the projects undertaken within his group assuring that the hospitality practice achieves great design, innovation and strong client service. Tom also co-leads the Entertainment, Retail, Mixed-Use Practices division.

Since joining Gensler in 1983, Tom has been responsible for a number of hospitality and complex mixed-use projects. Tom brings a wide variety of experience including building design, renovation, master planning and interiors.

Tom's expertise in both hospitality and urban development makes him well suited to implement the unique and complex program for the Area of the Arts. Gensler has an international reputation for quality work and strong execution. Their

capabilities will be utilized to ensure AOA remains on a solid track from inception to opening.

### CHRISTIAN STROBEL

Joie de Vivre Hospitality

Collaborator: Hotel Operator

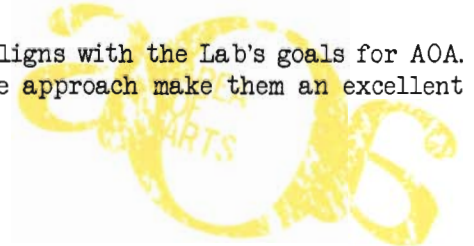


Christian brings a strong strategic pedigree to the team from his experience working with some of America's largest Fortune 500 companies during his tenure at Bain & Company. During his time in Bain's London and San Francisco offices, Christian participated in 15 private equity deals worth in excess of \$7.5 billion.

Since joining Joie de Vivre in August 2004, Christian has been involved in numerous acquisitions/disposals and has been instrumental in the company's recent growth. Christian also played a pivotal role as co-founder of the Hotel Hero Awards, a recognition program for line level employees in the San Francisco hotel community with innovative awards such as the "Unsung Hero" and "Beyond the Call of Duty".

Christian also nurtured his sense of creativity in the Brand Management division of Procter & Gamble where he worked with Pampers in the UK. He earned his Masters in Economics from Edinburgh University in the UK.

Joie de Vivre's philosophy of customizing hotels based on the community aligns with the Lab's goals for AOA. Their strong track record in the boutique hotel field and their creative approach make them an excellent collaborators on our proposed hotel concept.

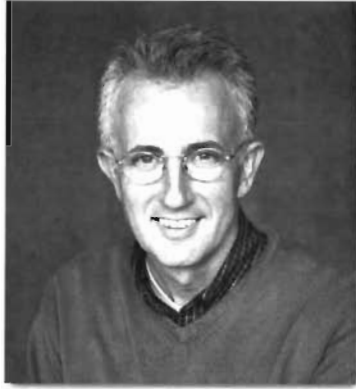




ANDY SPURLOCK

Spurlock Poirier

Collaborator: Landscape Architect



For over 30 years Andrew Spurlock has made a mark as landscape architect and urban designer in Southern California. He is renown for numerous urban landscapes in San Diego as well as public space design projects across California and Japan, with emphasis on creating a strong sense of place for communities and pedestrian-oriented urban neighborhoods. He has worked with Robert Irwin on the Getty Center in Los Angeles, which included major water features as well as extensive garden designs at the Koll Center in Irvine. In Henderson, NV, Andrew created a unique civic plaza accommodating weekly markets, festivals and community events. Previous partnerships have included design positions with SWA Group and POD, Inc. as well as Land Studio in San Diego. Andrew's mastery of desert plant palettes made him the natural choice for landscape architect for the CAMP project in 2002.

Spurlock Poirier is our designer of choice to offer a wealth of experience to create the AOA central parkway as well as engineer well thought out comfortable yet beautiful and practical public space throughout the grounds.



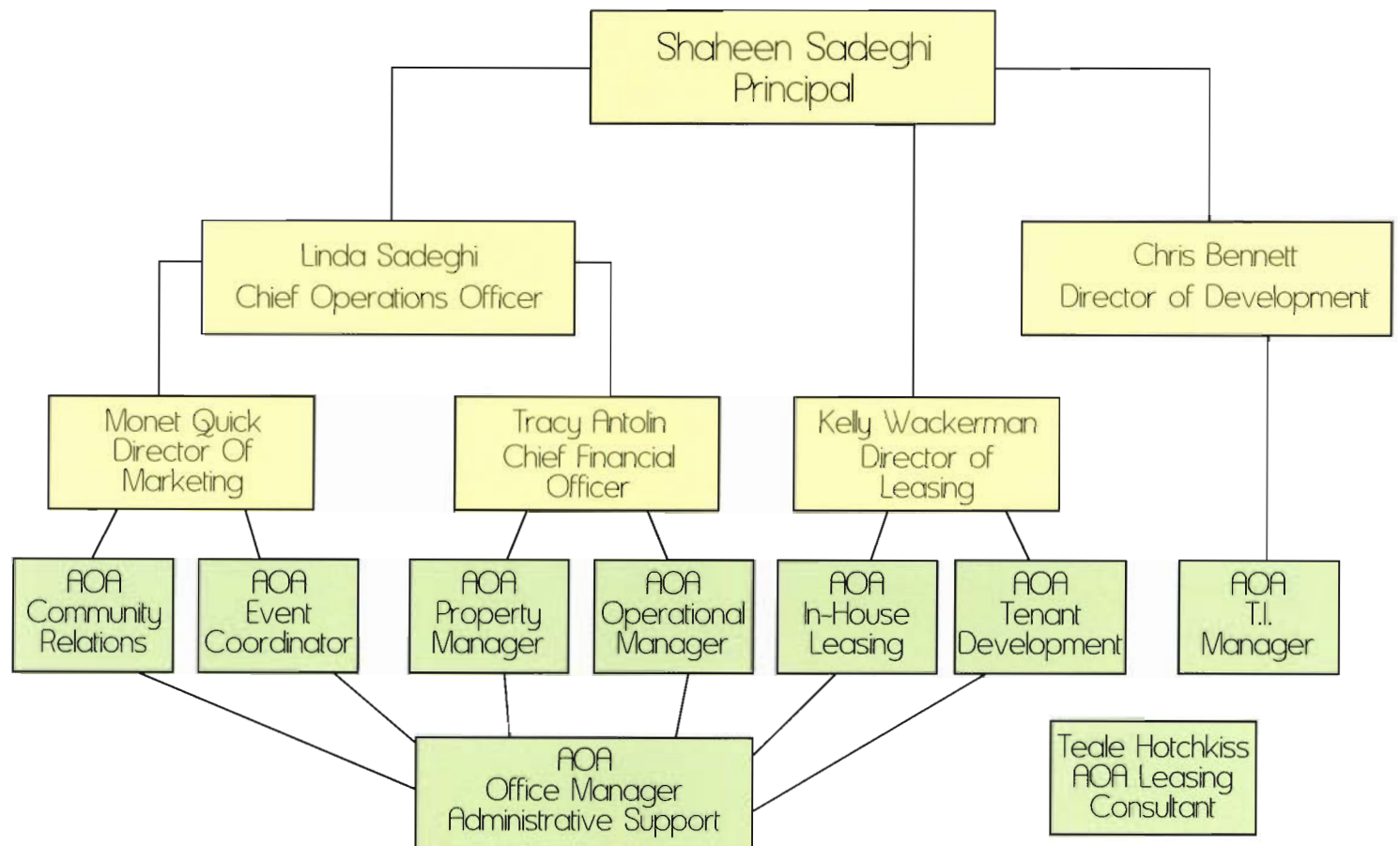
# Organizational Tree

A critical element of the LAB Holding team's success is our emphasis on the operational aspects of each project. As long term holders, it is imperative that we have on site, experienced and local professionals to oversee day to day operations, nourish tenant development and relations, and be intimately integrated into the local community.

Therefore, we feel it important to illustrate our plans for organizing our Tempe satellite office at this time, showing how these professionals will interface with our home office once the project is completed. These professionals will be solicited and interviewed by our Tempe consultants, hired and trained by our Costa Mesa office, and housed in a LAB satellite studio office on site at AOA in Tempe.

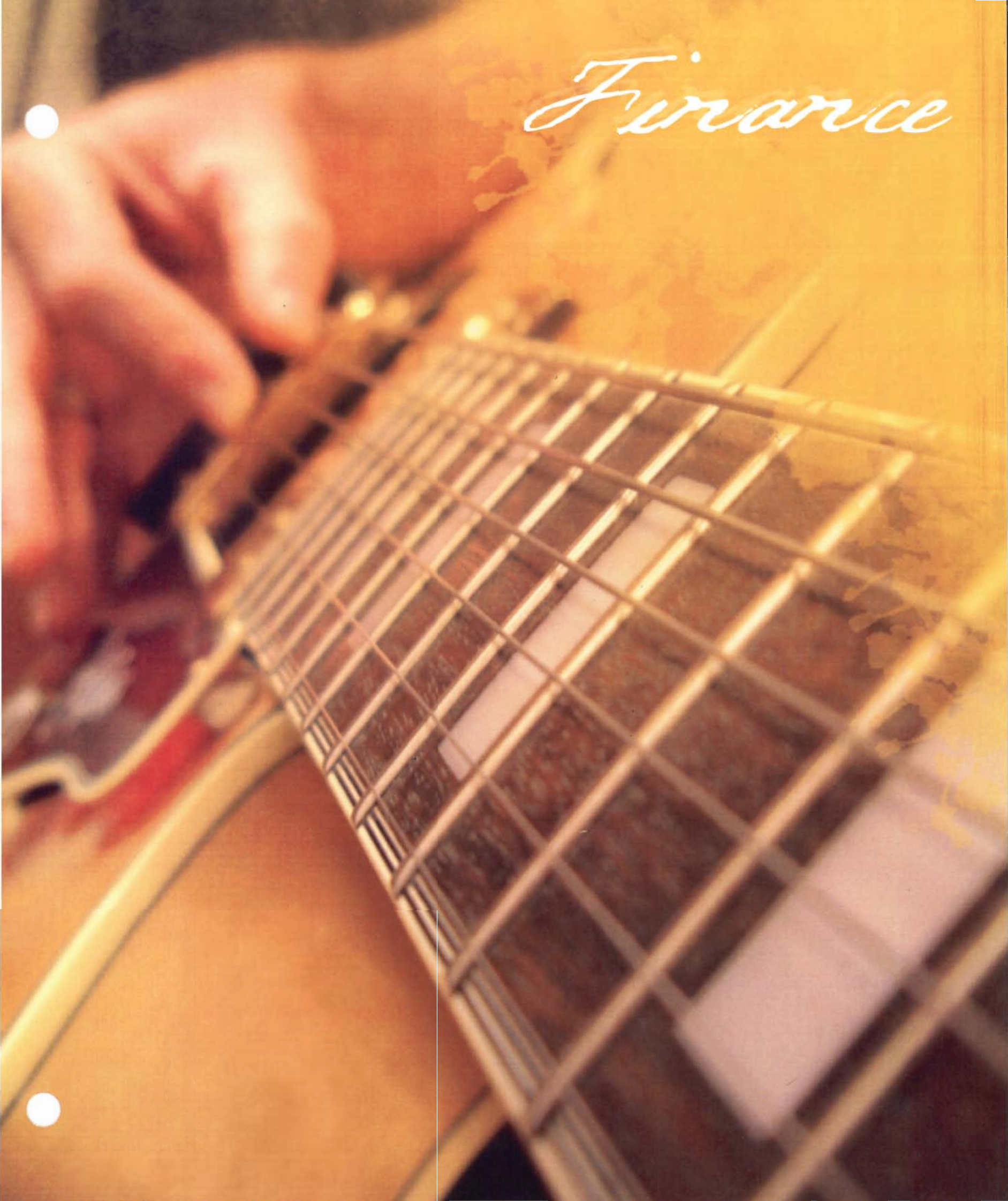
We hereby present the AOA operational organizational tree showing ties to home office support staff.

Operations Organizational Tree





# *Finance*



# *Financial Capacity*

LAB Holding LLC has secured financing for a number of projects similar in nature to the AOA proposal over the last decade. This financing includes construction financing, permanent financing, as well as long term assemblage and redevelopment financing. We have strong long term relationships with our banking partners based on our thorough project planning, integrity of past performance and public business experience. We consider our bankers to be part of our ongoing project team. These institutions all have offices/branches in the Tempe/Phoenix area to facilitate our operations there. Our fundamental business banker since 1992 is Imperial Capital Bank, who is now opening a permanent branch in Scottsdale.

## CONSTRUCTION FINANCING

The CAMP retail center in Costa Mesa most recently demonstrated our construction financing abilities. On this project, Preferred Bank, a public institution trading on Wall St., provided the construction financing and considers the CAMP "a wonderful success story for the community." Permanent financing was accomplished through Greenwich Capital.

## REDEVELOPMENT FINANCING

The LAB retail center in Costa Mesa is an example of our adaptive reuse success. Nomura Securities initially financed this project and today we continue to have a financial relationship with Alex Ovalle, Sr. V.P., currently with RBS Greenwich Capital in Los Angeles. In addition, we have recently completed refinancing of our conduit loan with Countrywide Commercial. As we have assembled numerous parcels for the Project C mixed use development in the Sobeca arts district, we have established financing during the entitlement phase. These banking relationships include: Commercial Bank, Central Pacific Bank, Union Bank, Cal National Bank, La Salle Bank, Wells Fargo and GMAC.

As directed in the RFP document, all financial information, including references and proforma have been compiled and sent under separate cover to insure confidentiality. ( You will find a sampling of reference letters following as well.)

Confidential financial package includes:

- Strategy for the AOA project
- Proforma
- Economic feasibility study of the project on a long term basis
- Copies of financial and development reference letters
- Recent audited financials







May 19, 2006

Neil Calfee  
City of Tempe  
PO Box 5002  
Tempe Az 85280  
RE: Twelve Acres West of the Tempe Center for the Arts

Imperial Capital Bank has enjoyed a banking relationship with Linda and Shaheen Sadeghi since October of 2003. It has been our pleasure to serve as a full service banking partner to The LAB, and The Camp. Imperial Capital Bank currently maintains 18 business accounts for the Sadeghi's the largest being The Lab and The Camp. The current combined balances for The Lab and The Camp are over \$7.6 million in deposits in DDA account, Money Market Checking and Certificate of Deposits. This allows them the freedom to move and respond quickly to any business opportunities that arise.

As a full service provider, we are constantly working with The LAB and The Camp in order to find new ways of providing for the needs of this dynamic organization. We are always interested in working with The LAB on any of their upcoming projects, Imperial Capital Bank has been in business for 33 years and receives a four star rating by the Bauer Group. Imperial Capital Bank currently houses a lending office in Scottsdale Arizona for commercial property. Our loan officers are very familiar with the Tempe market and would be a valuable asset to Linda and Shaheen Sadeghi in developing Tempe. Linda and Shaheen Sadeghi have worked hard to create a special business niche in Costa Mesa through their retail projects that stand out to the surrounding community. I believe the Sadeghi's are capable of creating a mixed use development that will not only meet the current and future needs of the Tempe residents, but also inspire a sense of pride in its residents by allowing them to be a part of a unique retail environment.

I am the Branch Vice President, Manager, of the Costa Mesa branch. In that capacity I am point person for any of The LAB's and The Camp's inquiries of our organization. Because of my role, and my commitment to providing our partner clients the resources they need to develop their businesses I look forward to working closely with the Sadeghi's in developing their banking relationship in the Tempe area, I invite you to telephone me with any questions that you may have. I can be reached by phone at (714) 668-2655 ext 14201 or via email at syu@imperialcapitalbank.com.

Sincerely,

Stanley S. Yu  
Branch Vice President  
Imperial Capital Bank

611 Anton Boulevard • Suite 110 • Costa Mesa California • 92626  
(714) 668-2655 • Fax (714) 668-2660 • [www.imperialcapitalbank.com](http://www.imperialcapitalbank.com)



# Banking References



May 24, 2006

Mr. Neil Calfee  
City of Tempe  
Community Development Department  
P.O. Box 5002  
Tempe, Arizona 85280

Re: RFP for 12 acres West of Tempe Center for the Arts

Dear Mr. Calfee:

This letter is to certify our previous banking relationship with Mr. Shaheen Sadeghi and his construction/development project in Costa Mesa known as The Camp Project LLC. Preferred Bank had provided construction financing on the project. In more than two years of our banking relationship, Mr. Sadeghi and his development team had demonstrated the experience and the ability to complete a project successfully. The Camp project was a wonderful success story for the community. We are confident Mr. Sadeghi and his team has the capabilities to produce quality projects that are sound business-wise as well as serving of local needs.

We understand Mr. Sadeghi is submitting a proposal on a new project in the City of Tempe, Arizona. Preferred Bank is looking forward to work with Mr. Sadeghi again and welcome the opportunity to review the new project in the City of Tempe.

Preferred Bank is one of the largest independent commercial banks in California. We provide real estate finance, construction loan, commercial loans and trade finance to small and mid-sized businesses, professionals, entrepreneurs, and real estate developers. Preferred Bank is a publicly traded financial institution and provides substantial lending limits to its borrower.

Regards,

A handwritten signature in blue ink, appearing to read "Erika Chi", written over a light blue rectangular background.

Erika Chi  
Senior Vice President  
Regional Loan Manager



695 Town Center Drive, Suite 100  
Costa Mesa, CA 92626  
714-431-7000  
Fax 714-825-0982



COMMERCIAL BANK  
O F C A L I F O R N I A

May 22, 2006

Mr. Neil Calfee  
Community Development Department  
City of Tempe  
PO Box 5002  
Tempe, AZ 85280

Subject: Banking reference-Shaheen Sadeghi  
Regarding your RFP for 12 acre proposed Artist Village project,  
Tempe, Arizona

Dear Mr. Calfee

I understand you are requesting development proposals for a 12-acre parcel of land west of your Tempe Center for the Arts. I am writing you as a financial reference for Mr. Shaheen Sadeghi and his development team here in Orange County, CA. Our Bank has an established a relationship with him and we have provided financing for a multi-acre mixed-use project in Costa Mesa. The build out of the project we financed is planned to include a transition from industrial uses. When complete, it will include a mix of retail and residential product with Artists Lofts as the primary draw.

I would like you to know we consider Mr. Sadeghi an excellent client of the Bank. He has the experience necessary for working closely with your City staff to design the best project that is economically feasible. He has particular experience in the Arts and we have seen this first hand with the success of his Lab and Camp projects right here in our own back yard. Mr. Sadeghi and his team have been an excellent resource for the City of Costa Mesa. They have put in a huge amount of work in planning the recently approved SOBECA District (South on Bristol Entertainment, Culture and Arts). The City of Costa Mesa has been lucky to have them on their team.

Shaheen Sadeghi has a unique ability to come in to your market and quickly understand the real estate concepts and products most appealing to the public. And he has financial strength to accomplish the plan. Based on this, we believe he would be an excellent choice as developer of a Culture and Arts related project in your community. If at all possible, our Bank would like to be involved in providing some of the financing. Our expertise is in the area of construction financing and we would hope to be able to provide acquisition and/or construction loans in the near future.

If you have any questions about our relationship with Mr. Sadeghi, or if you would like details about the Costa Mesa project we financed, please feel free to call me any time.

Regards,

Ron del Toro  
Executive Vice President  
Real Estate Group (714) 431-7013  
Commercial Bank of California



## CITY OF COSTA MESA

P.O. BOX 1200 • 77 FAIR DRIVE • CALIFORNIA 92628-1200

DEVELOPMENT SERVICES DEPARTMENT

April 25, 2006

**To Whom It May Concern:**

Rarely do I have the opportunity of providing a personal recommendation, but with great pleasure, I offer my recommendation for Mr. Shaheen Sadeghi and "the Lab" for selection in your development opportunity. I have known Shaheen since the inception of "the Lab" retail center in Costa Mesa, through creation of "the Camp" center, and now with implementation of a mixed-use vision and overlay zoning for our "South Bristol Entertainment and Cultural Arts Area."

Through years of working with the Lab team, we have built a relationship of mutual respect and cooperation towards creating solutions and promoting new ideas. The Lab's hands-on approach is one of their unique strengths. For example, they provide ongoing community events and entertainment on their properties to ensure continued success and to promote cultural development.

Costa Mesa is very pleased with Shaheen Sadeghi's commitment to our Bristol Street corridor and being the team leader of our Bristol Street Specific Plan Committee. I have personally found Shaheen to be a very honest and responsible property owner, who meets his commitments, keeps his word, and can always be counted on to promote Costa Mesa. For these reasons, I would provide my recommendation to any city seeking a talented developer who possesses incredible vision.

Please call me should you have any questions, and best wishes from Costa Mesa!

Sincerely,

DONALD D. LAMM  
Deputy City Mgr.- Dev. Svs. Director; and  
Executive Director of the Redevelopment Agency

cc: Mr. Shaheen Sadeghi, the Lab

# Development References





## CITY OF COSTA MESA

P.O. BOX 1200 • 77 FAIR DRIVE • CALIFORNIA 92628-1200

DEVELOPMENT SERVICES DEPARTMENT

April 13, 2006

Dear Sir or Madam:

I am a Senior Planner at the City of Costa Mesa and have known Shaheen Sadeghi for three years through his work as Chair of the Bristol Street Mixed-Use Overlay Committee. Working with Shaheen in this revitalization effort has been a positive experience due to his creativity, unique perspectives, and intellect. Clearly, his multiple talents enable his company to implement the vision for exciting and edgy urban environments.

While Shaheen's relationship with the City of Costa Mesa extends more than a decade, in the time that I have personally worked with him, I observed traits which are critical success factors to new development endeavors:

- Critical thinking skills and creativity are second to none. At the City of Costa Mesa, I have worked with hundreds of developers from multimillion firms to family-operated companies. Shaheen distinguishes himself from others through his critical thinking and visionary ideas. His contribution to group discussions often encourage others to examine a new perspective. His ideas regarding mixed-use development are refreshing and unique, and the way he communicates these ideas makes people excited. He has a natural ability to inspire people through his work. For example, his Costa-Mesa based commercial centers have achieved international recognition through word-of-mouth experiences and not from any paid advertising campaign.
- Mark of excellence at the highest level. Shaheen exhibits the greatest work ethic and exemplary attention to detail. Every development (e.g. The CAMP and the LAB) that he completes has a mark of excellence to the 10<sup>th</sup> degree. While many developers may do a satisfactory job, it is important for Shaheen and his staff to surpass the standard. In a City that demands commitment to quality development, these traits are integral to place-making and sustaining positive relationships with the community.
- Strong loyalty and commitment to revitalization in an area. Shaheen has lead his company to invest many resources in Costa Mesa and has created colorful urban spaces. His commitment is not only to his development site but to the overall area. We are lucky that Shaheen has taken interest in our City!

Thank you for the opportunity to comment. Please feel free to contact me at (714) 754-5278 if you have any additional questions.

Sincerely,

Claire L. Flynn, AICP  
Senior Planner



## CITY OF COSTA MESA

CALIFORNIA 92628-1200

P.O. BOX 1200

FROM THE OFFICE OF THE CITY COUNCIL

April 20, 2006

To Whom It May Concern:

As both a Planning Commissioner and City Council Member for the City of Costa Mesa during the last seven years, I have had the opportunity to work with Shaheen Sadeghi and The Lab team since the early days of the Lab project built here in Costa Mesa. Shaheen has been a visionary and advocate for quality development in our community.

The Lab and The Camp projects have changed this section of our town from an undervalued industrial neighborhood, into an entertainment and arts district now being referred to as SoBeCa (South of Bristol Entertainment, Culture and Arts). The City recently approved this area for a mixed use overlay to further the development of this arts and entertainment district.

Shaheen's ability to stick to his original vision for the area and push creative quality projects through to completion is commendable. His creative and forward thinking as a developer who values the use of sustainable building products, native plantings, and environmental preservation techniques especially impresses me. I recommend him as a developer that will bring unique and quality projects to your community.

If you have any questions or wish to further discuss my experiences working with Shaheen and The Lab team, please feel free to contact me at (714) 754-5177.

Sincerely,

  
Katrina Foley  
Council Member

/cg

77 FAIR DRIVE

PHONE: (714) 754-5285 • FAX: (714) 754-5330 • TDD: (714) 754-5244 • [www.ci.costa-mesa.ca.us](http://www.ci.costa-mesa.ca.us)



3401 Wimbledon Way  
Costa Mesa, CA 92626  
May 23, 2006

Mr. Neil Calfee  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

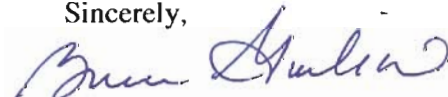
Dear Mr. Calfee, I am writing with regard to your RFP for Property West of Tempe Center for the Arts, on behalf of Mr. Shaheen Sadeghi of the The Lab/The Camp here in Costa Mesa, CA.

As a Costa Mesa Planning Commissioner for the last six years, I have come to know Shaheen very well, both as a person and as a developer of uniquely successful projects in our City. The Lab and The Camp projects demonstrate creative use of parcels not easily developed and uniquely incorporate Shaheen's gift for combining commerce with the cultural arts and entertainment. His projects always consider the needs of surrounding property owners, our Zoning Code, and most importantly the creation of projects from which the City can take great pride.

More recently, he gave of his time and talents in chairing a City committee that produced the South Bristol Entertainment and Cultural Arts (SoBECA), Urban Plan recently adopted by Costa Mesa. This plan is a vision for mixed use and live/work development aimed at invigorating an area which leads into and adjoins a thriving commercial and theater arts district in our City. For his leadership in this effort, Mr. Sadeghi recently received the Chamber of Commerce Award for Community Revitalization.

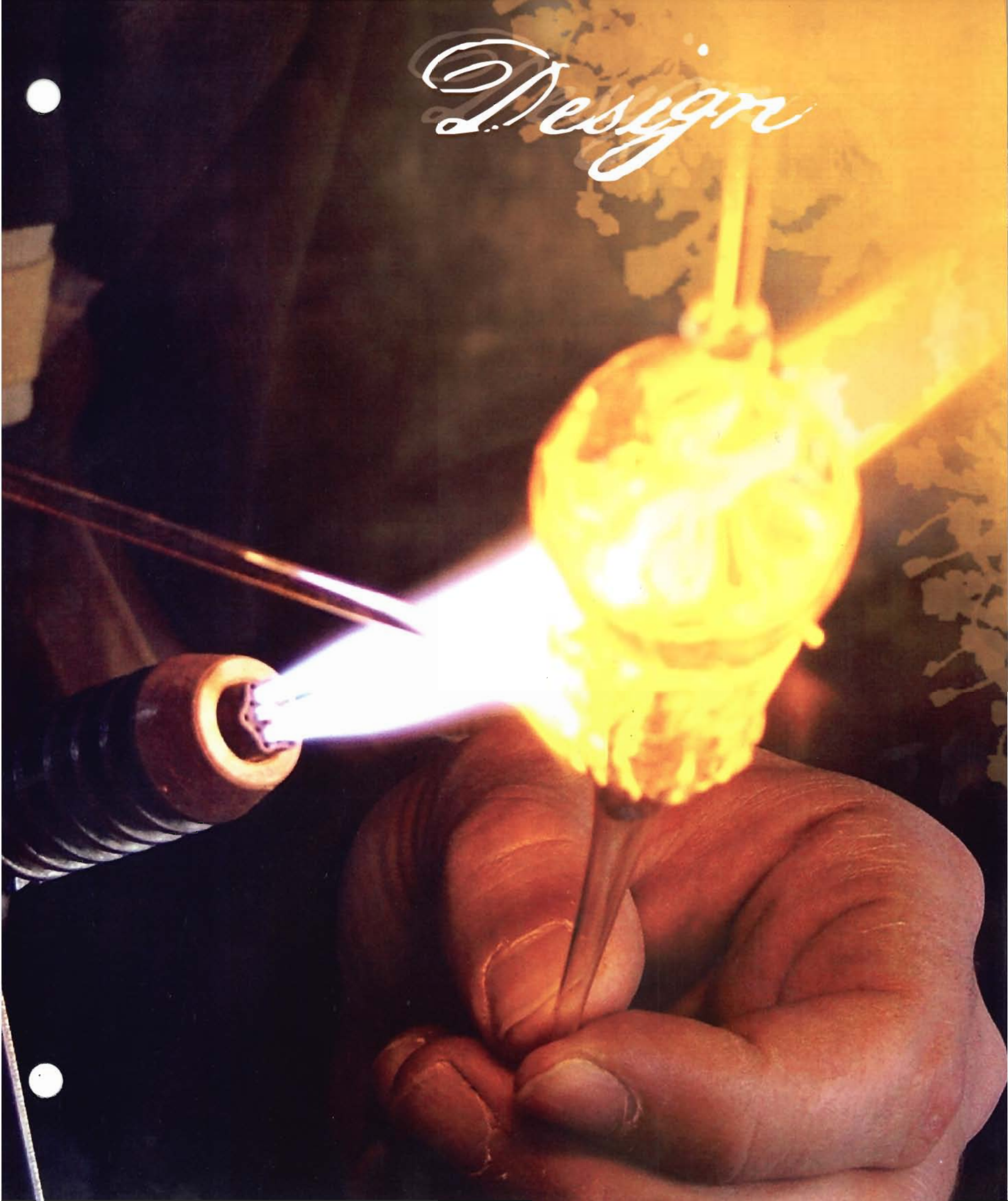
Shaheen is a man of integrity, vision, and artistic genius with whom it has been a pleasure to work.

Sincerely,

  
Bruce Garlich

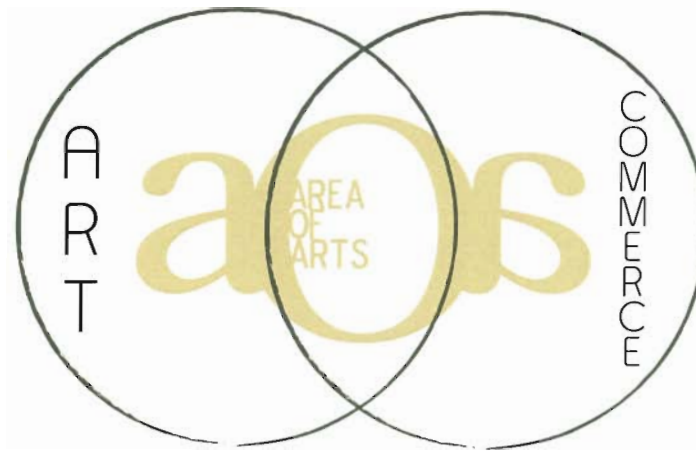


*Design*



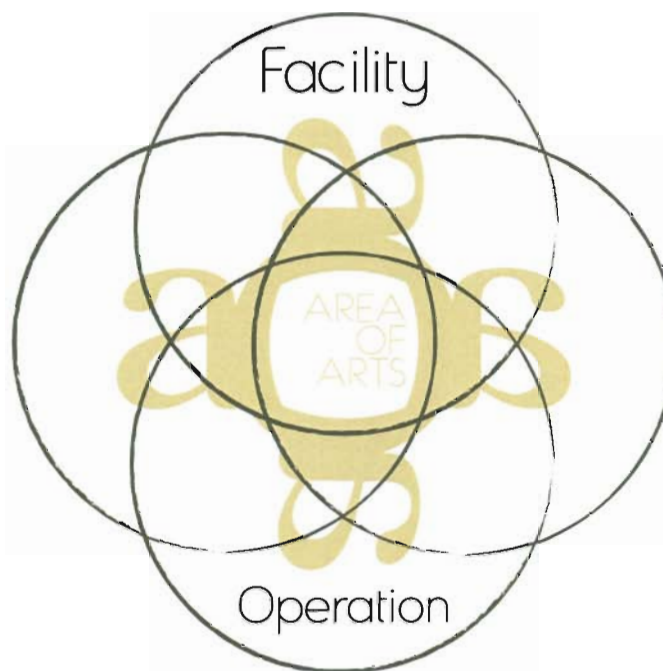


# Design



At the intersection of **art** and **commerce** lies the Tempe Area of Arts, a gathering place for a community of diverse individuals unified by a desire to create, observe and promote arts and culture. The guiding mission of AOA is to create an environment that ignites the creative forces of local artists and craftspeople and also provides a venue for showcasing this work to the world. This dual purpose informed each decision made in the formation of this concept and in turn will be the key to building an artist community with the ability to thrive both now and in the future.





Essential to the long term sustainability of the Tempe Area of Arts is the ongoing hands on community development effort. In addition to the physical facilities, operational elements will be planned with the goal of building community, encouraging interaction and ensuring continued organic growth. These elements include exhibitions, festivals, concerts, events, performances, demonstrations, etc. These will create bonds between artists, between the public and artists and between the city and the project.

With time, the project will develop its own culture and be embraced and owned by the people that live, work, and visit here. This marks the point when AOA becomes a living cultural institution and by maintaining this community connection, the project is ensured long term viability.

AOA will have an on site team dedicated solely to community development. Some initial ideas include:

- art festivals
- dance performances
- poetry readings
- outdoor concerts
- movies in the park
- cooking demonstrations
- charity events
- Taste of Tempe
- sculpture competitions
- craft fairs
- plein aire competitions
- chalk festival
- plays in the park
- artist lecture series
- art walk nights

Tempe is already rich in cultural offerings. We plan on tapping into and supporting this existing effort. AOA will provide a venue to bring together the diverse We plan to create a cultural committee made up of members from the project, existing local artist groups, community leaders, event promoters and local schools. The goal of this committee will be to collaborate on a cultural event program that is citywide.



Art is the beautiful way of doing things - Bono

Art reaches far beyond paint and canvas and stone and chisel. AOA embraces a diversity of artistic expressions including performance, culinary arts, photography, music, design, fashion and beyond. AOA brings together individuals that are passionately pursuing their work in an environment that promotes dialogue, sharing and collaboration. The proposed uses include the following:

create

Producing art.

enrich

galleries and museums

supplying the needs of  
artists and creatives

enable

engage

Theatre, live music and entertainment

of

live work, artists in residence  
and creative living

habitat

gather

public gathering spaces

educate

art and craft schools

nourish

restaurants and cafes

Following are the types of businesses and organizations that will be targeted for AOA:

create

- Bronze Foundry
- Glass Production Facility
- Ceramic/tile studio
- Woodcarving
- Print house
- Musical Instrument Maker
- Recording Studio

enrich

- Galleries
- Museums
- Cultural Institutions

enable

- Bookstore
- Art supply store
- Camera store
- craft store
- pottery supply store

engage

- Black Box Theatre
- Arthouse movie theatre
- small music venue

habitat

- Live Work
- artist in residence
- Hotel
- Creative residential space

gather

- Art festivals
- Conferences
- Craft fairs
- Technology

educate

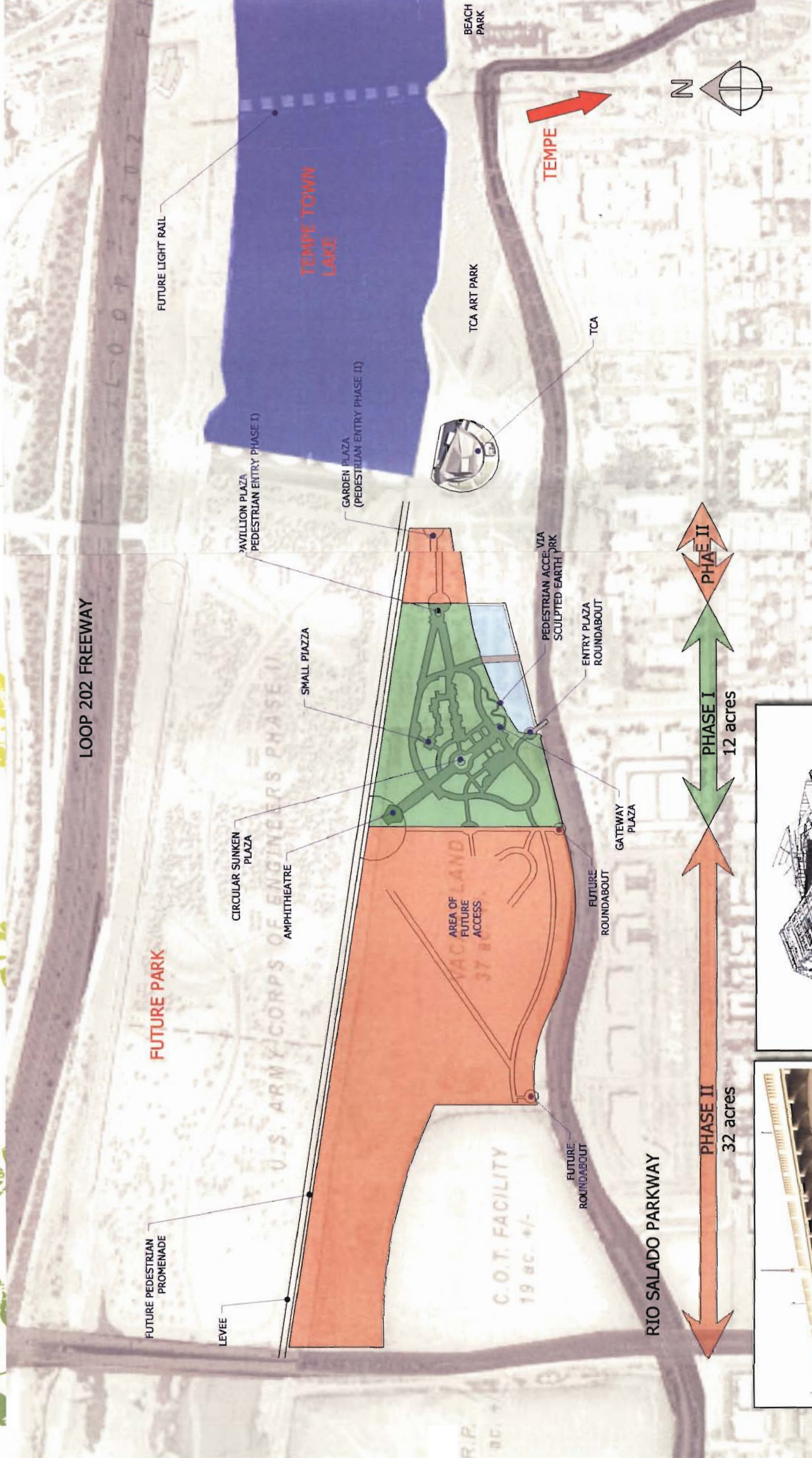
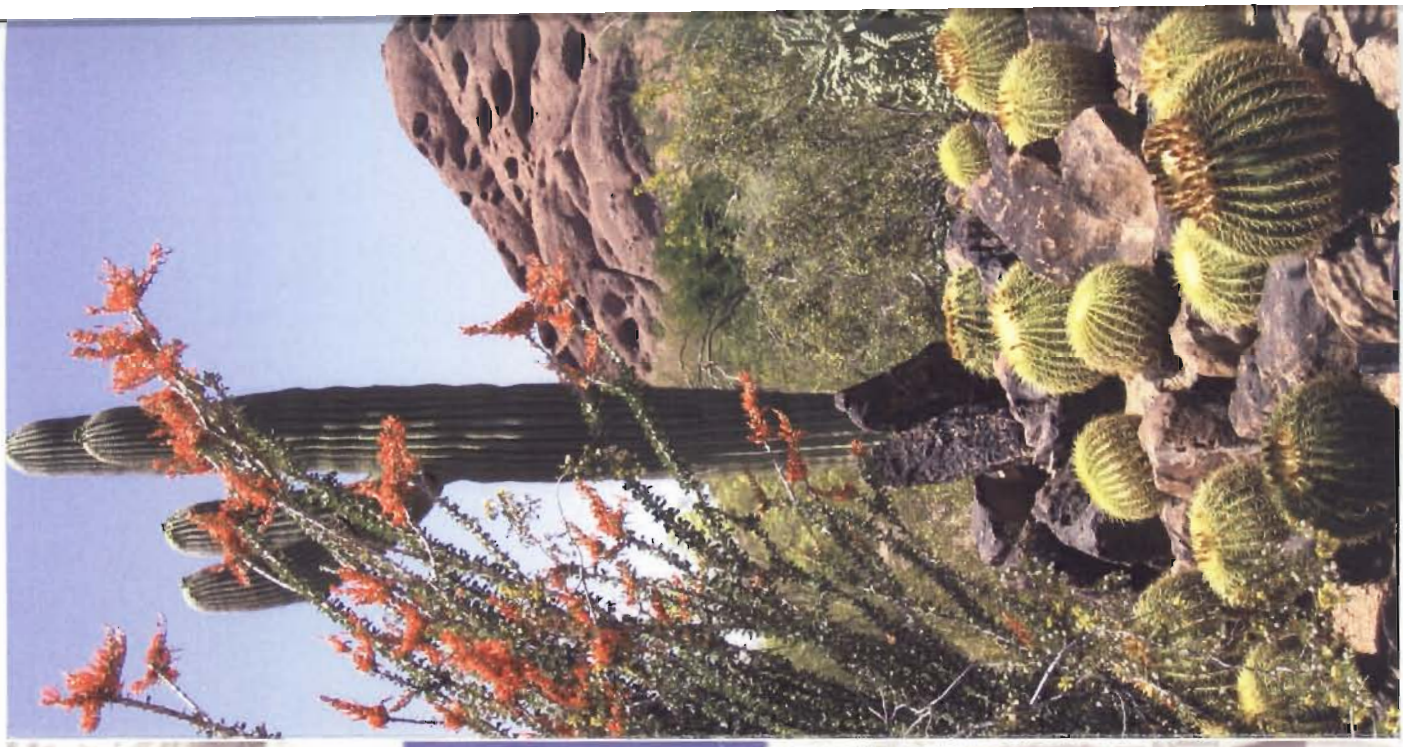
- Guitar making school
- Discover Science
- Culinary School
- Conservatory
- University satellite
- Art schools

nourish

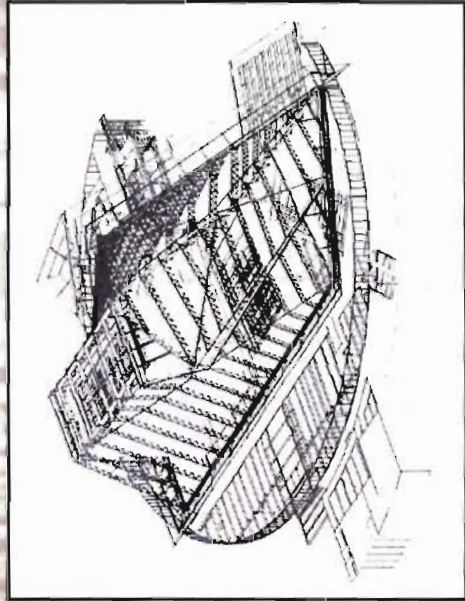
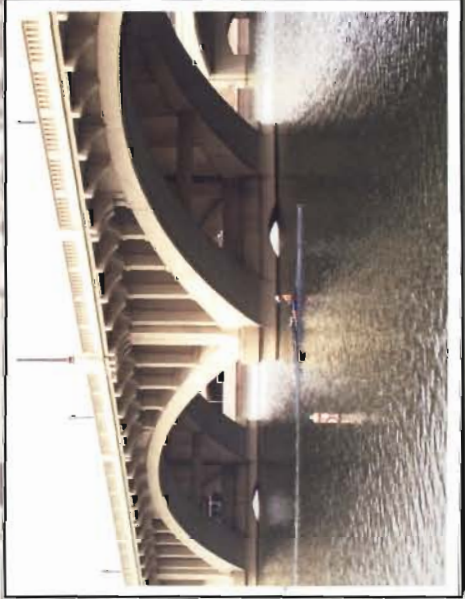
- Cafe with outdoor seating
- Health food cafe
- Bakery
- Wine and Cheese shop
- Coffee/tea house
- market
- restaurants



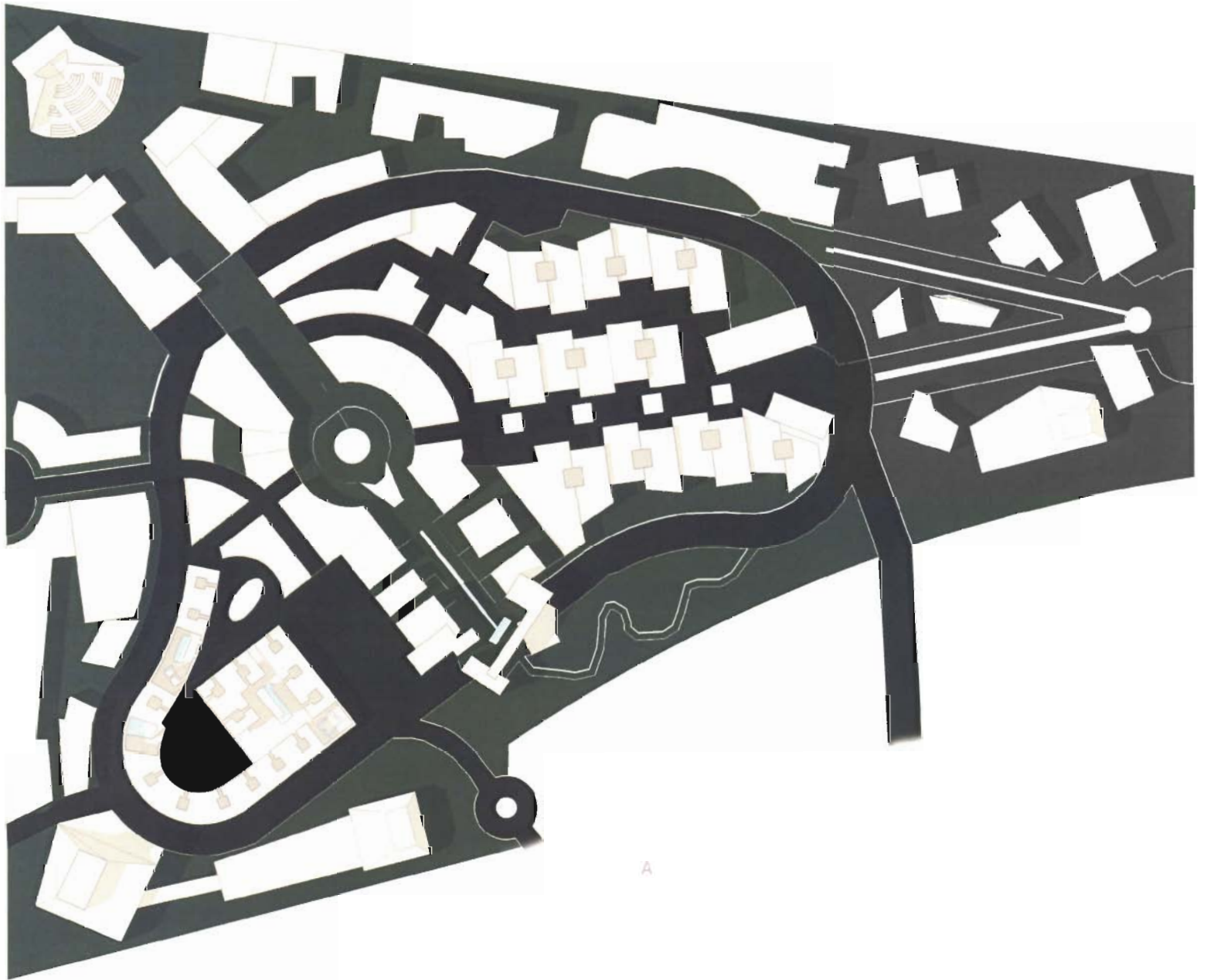
Design



SITE PLAN







MASSING PLAN





# PROGRAMMATIC PLAN





AREA  
OF  
ARTS  
LANDSCAPING

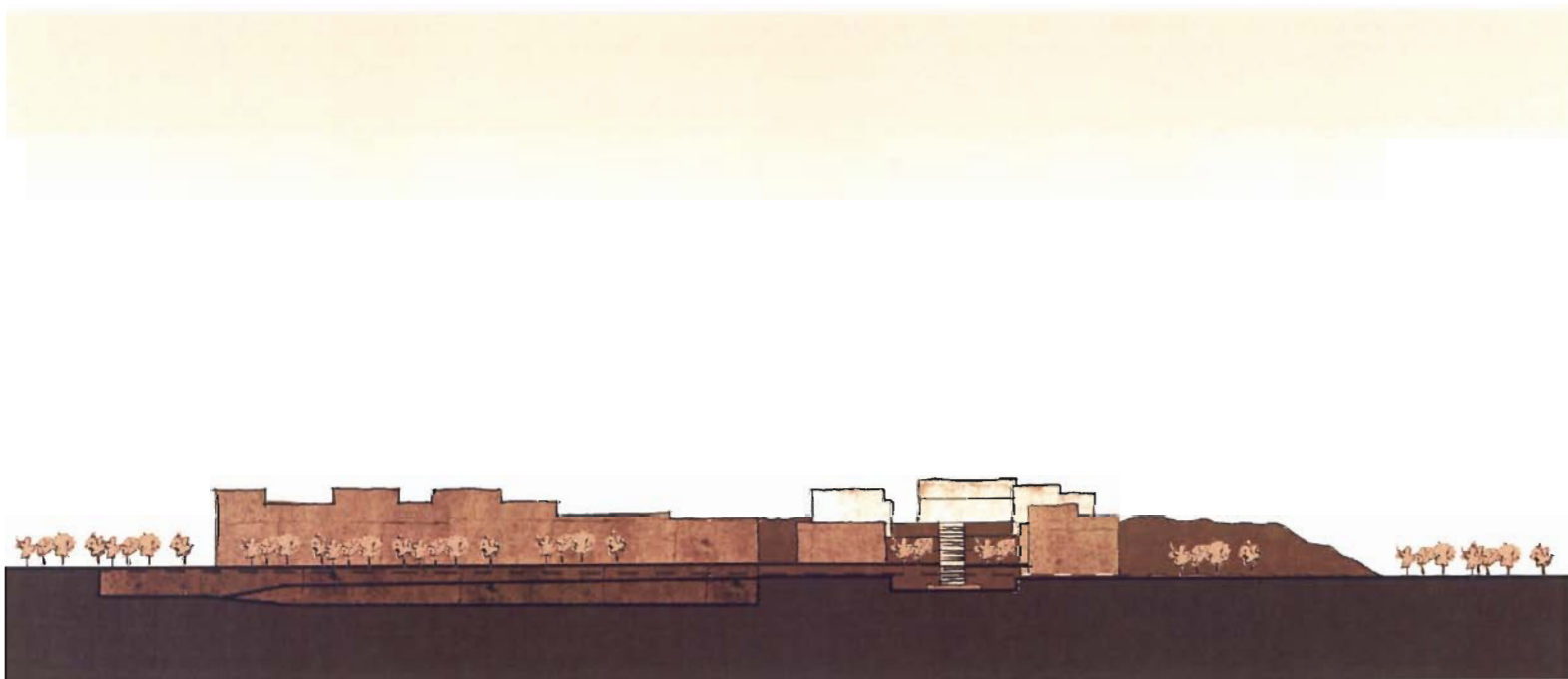




**area of arts**  
PARKING PLAN

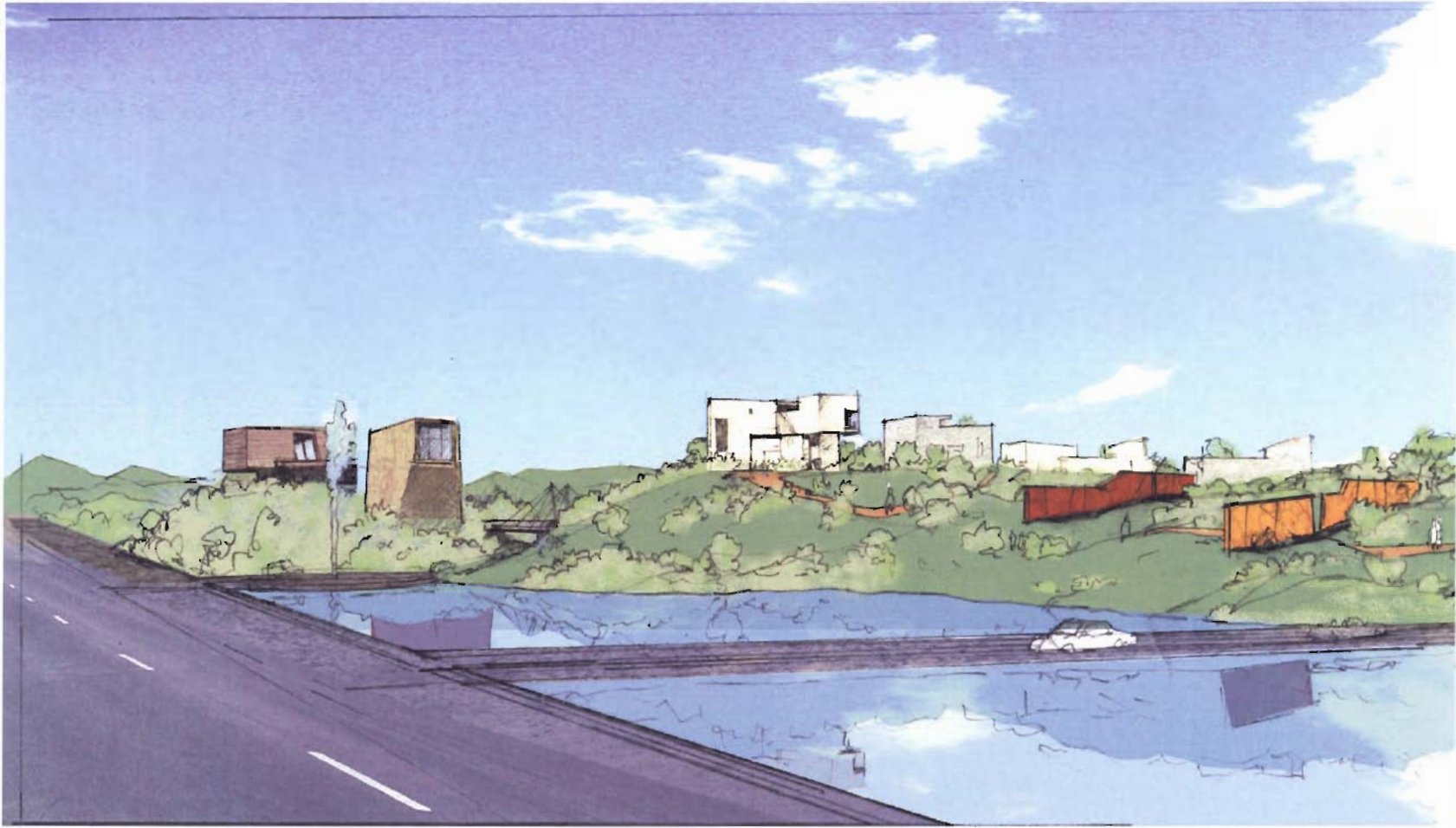


SECTION A



SECTION B





View from Rio Salado Parkway, traveling West.

Sculptural forms of architectural elements merge with the perimeter bermed landscape, creating a synthesis of nature and culture. This dynamic composition is reflected in the serene surface of the adjacent pond. This juxtaposition creates an equilibrium between earth and sky.

Both pedestrian and vehicular entries are carved through landscapes allowing for dramatic gateways that open onto vistas which compel the visitor to explore and experience the rich diversity and transformation at the area of the arts.





### View towards gateway

At the gateway plaza, the highest elevation of the area of the arts, we encounter the gateway building from which vistas appear allowing the visitor to appreciate the complex in its diversity. From here we can choose our path of discovery, personalizing our own journey of creative enrichment. The roof terrace affords even greater views that en





View from high plaza toward amphitheater along main pedestrian thoroughfare

Following a continuous water feature at our feet that drops across the terraced landscape we find ourselves passing through gardens, craft showrooms, art exhibits, workshops, cafes, bistros and shops. This axis is a flexible space that supports various events and fairs. It serves as an outdoor living room, its length broken into specific rooms by each step of the terracing. In addition, the stepped terraces allow for the viewing of multiple activities simultane

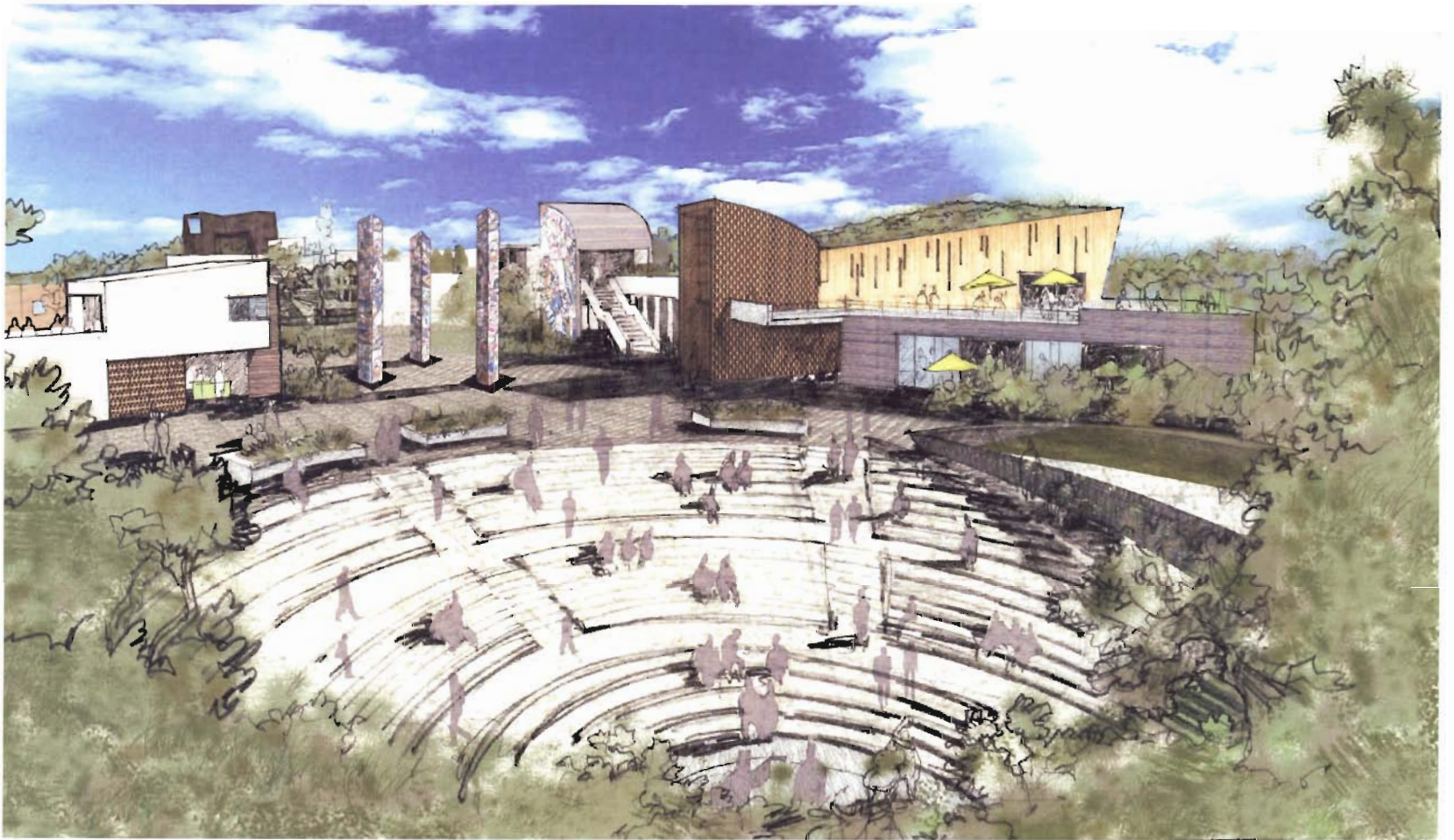




### View from circular recessed plaza toward the gateway plaza

Enveloped in the cool shadows, below the main pedestrian thoroughfare we can rest as the lily pads float across the pool, bringing moisture to the shade. The sky is framed above, while surrounding us are shops, galleries and refreshments and quite places to relax with friends. Special exhibits of current artists





### View from Amphitheater towards the Gateway Plaza

This outdoor performance venue is adjacent to several structures that house various performing arts such as recording studios, guitar making and art house cinema. The amphitheater will be the stage for events, happenings, community meetings, drama, hanging out and special presentations.







### View from portico of Glassworks past Foundry toward the Tempe Center of the Arts

Multiple porticos integrated throughout the area of the arts provide avenues of shade allow for an agreeable stroll from workshop to workshop in this intense creative district along the riverbed s edge. The larger scale of these work shop structures allow for these deep recesses where pedestrians may witness the inspiring process of artifacts in the making.





#### View approaching from the Tempe Center of the Arts

As we walk toward the area of the arts, we encounter sculptural forms functioning as pavilions nestled in a garden, traced with water channels. The pavilions present venues for events, exhibits, workshops, community gatherings and are completely flexible to accept programs for commerce culture and community. The flowing channels of water create a moving path drawing you towards the heart of the area of the arts as you enjoy the garden.



View from Circular Sunken Plaza towards the Tempe Center of the Arts

The variety of streetscape presents itself as a boulevard on this pedestrian path. Its width and breadth allows it also to function as a platform for street fairs and exhibits and various live programs that rotate through a cycle of ever changing experience. We are surrounded by architecture expressed in sculptural forms that create great swaths of shade and coolness. The light falls across various textures creating dramatic patterns of shadow and form.





### View of streetscape

As we wander through the streets, we are filled with anticipation as the streets meander and weave, revealing new vistas, plazas, marketplaces, artist studios and artisan shops. Very organic in their organization, the streets unfold themselves slowly as we explore the creativity held within their walls.





### View of the Small Piazza

More intimate in nature and experience, this little plaza allows for spontaneous conversation and shared stories among regulars and visitors alike. Surrounded by live work habitats, the plaza invites the visitor to wander around and discover artifacts and works of art to appreciate and acquire. The artisans and artists who show their wares and their art live above or near their own studios that open for the public to visit.





### View of shared private courtyard

Live/work dwellings surround their own private courtyards that create the opportunity for neighbors to share their creativity and lives. These micro neighborhoods can decide when and how to invite the public to share their work within their studios. The studio workshops walls can pivot open to allow for ease of exhibit and create an indoor outdoor connection. These courtyards also provide amenities such as tea rooms





View of individual live/work dwelling

Separated by a small internal courtyard, the artist habitat provides areas for both work and life. The relationship between these spaces can be altered by the artist to allow for a spectrum of experience from private to public. It can become a sanctuary or a showroom.



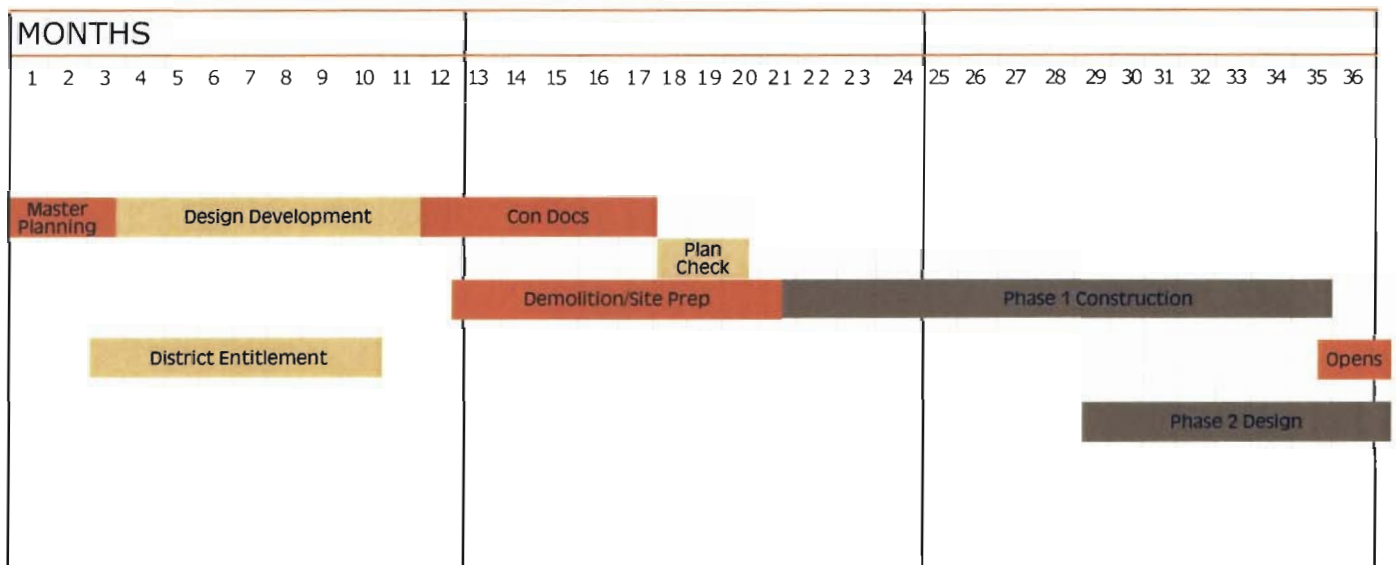
## PHASING AND SCHEDULE

The construction of the proposed program is scheduled to occur in a single phase with exception to some infrastructure reconfiguration that will be required (TCA retention basin and roadway configuration). We are referring to the work on the 12 acre site to be Phase 1.

During the planning of the 12 acres, it became evident that additional development immediately adjacent to the TCA and expansion West of the 12 acre site would be very advantageous. First, by connecting AOA with TCA physically, both projects will begin to share audiences. Theatre goers will have the opportunity to park once, walk to dinner, attend the performance and enjoy coffee afterwards. Extending the promenade directly to the doors of TCA will make this a seamless experience and benefit both projects.

Phase 2 will also include the expansion of AOA into the property immediately to the West of the 12 acres. There are a number of important uses that did not fit within the initial program that we would propose. These include a boutique hotel and conference center, a music related museum, a cultural museum and a garden art component including demonstration gardens. We also feel there will be demand to expand the village concept and program being proposed for the 12 acre parcel.

Following is a project schedule demonstrating the major work effort required for Phase 1. These work items would begin once developer selection is complete and development agreement executed.



## DEMOGRAPHICS

In analyzing demographics from both the Tempe area as well as Costa Mesa, CA (where we have built the foundation of development work), similarities abound.\* The measure of bachelor level college degrees (approx. 21-24%) and employed citizens (approx. 95%) ranks above national averages. A vibrant student population exists with multiple campuses and institutions within a 10 mile radius of project sites. Family based households comprise the majority of both communities at 74-75% of total population.

Both areas boast emerging and high profile performing arts centers and general appreciation of multiple art venues. The 39 acre SoBeCa arts district that LAB Holding conceived here in Costa Mesa is a conclave of mixed use; and we have successfully built new centers to harmonize with existing businesses, retail, restaurants and residential areas. We perceive neighborhoods surrounding the Tempe Center for the Arts to be of a similar texture. Bordered by major freeways with easy access, both areas also offer incredible potential to draw patrons from outlying residential communities as an entertainment and cultural hub.

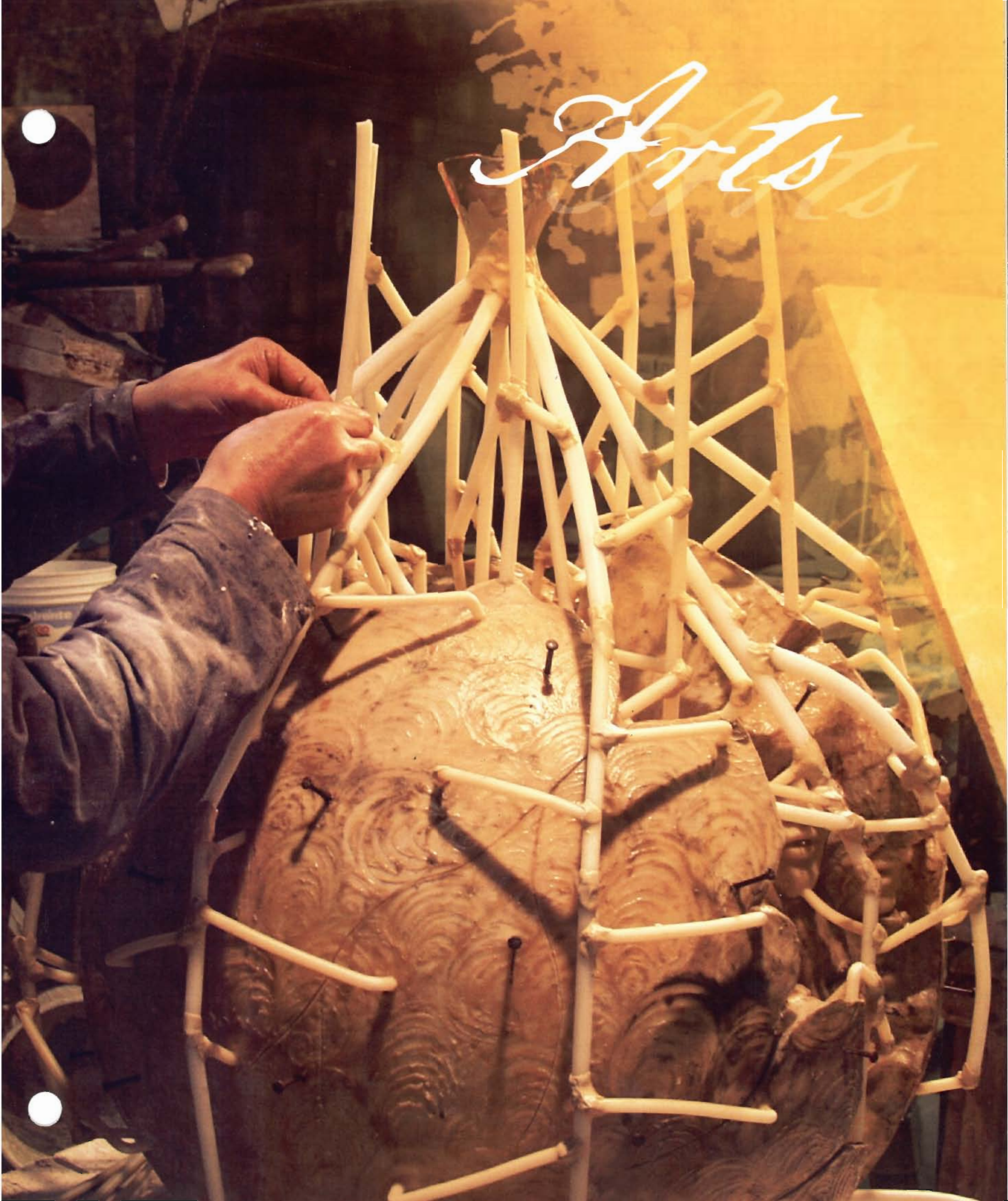
From the Tempe General Plan 2030 document we learned that quality of life is of prime concern to residents, with a need for new and affordable family housing and a keen interest in entertainment and recreational facilities. Being a community driven organization, LAB Holding LLC plans on holding more localized neighborhood study and fact finding sessions to gain insight into needs of the immediate neighborhood. For example, we recognize the single and multi-family housing immediately adjoining the site (east of Hardy). As with our other projects, regular visitor surveys will be conducted once projects are completed to ensure attention to public opinion and feedback. Websites will also offer communication and data gathering opportunities.

\*General demographics for both locales are listed for reference only. Figures date from 2000 census

	Costa Mesa	Tempe
Population	163,749	110,495
Percent Female	48.8%	48.4%
Percent Male	51.2%	51.6%
Number of Households	39,927	64,692
Average Household Size	2.68	2.45
Family Population	82,852	111,387
Median Household Income	\$51,357	\$42,537
Per Capita Income	\$23,259	\$21,683
Median Age	31.1	28.8
Education Attained		
College: Associate Degree	8.72%	7.37%
College: Bachelor's Degree	20.91%	24.39%
College: Graduate Degree	8.74%	14.24%
College: Some College/No Degree	24.36%	24.62%
School: High School Graduate	16.96%	17.96%
Employment		
Not in Labor Force	30.60%	27.50%
In Labor Force	69.40%	72.50%
Employed	95.30%	95.50%
Unemployed	4.60%	4.40%
In Armed Forces	0.10%	0.10%



Arts





# Focus on the Arts

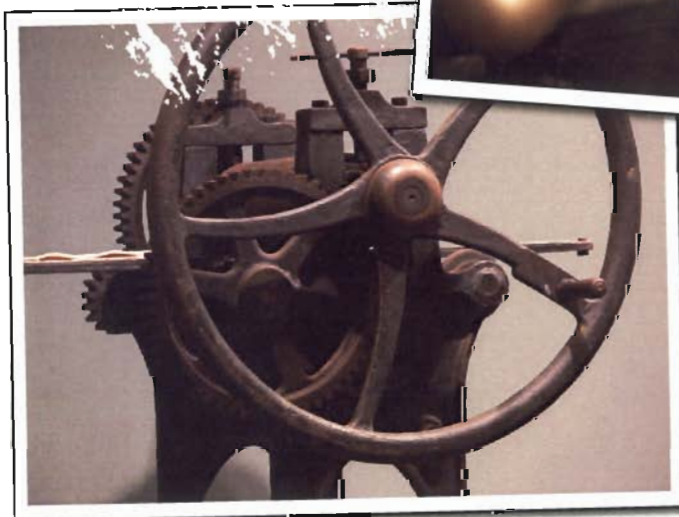
## STRATEGY-ANCHORS

As Master Developer of the AOA community, we realize it is imperative to solicit key arts-related anchor tenants and then add complimentary like and supportive uses such as live/work, educational centers, boutique restaurants, specialty retail, creative residential components, gallery and public art display venues. To accomplish this goal, we have identified respected local art manufacturers, such as Arizona Bronze and the Roberto Venn School of Luthiery, and intend to offer them select custom sized lots within the RFP site. Our master plan program is designed to encourage, support, and facilitate these organizations in their growth and consolidation into the AOA project. Our program offers 3 flexible plans:

**One:** (Develop/lease) LAB Holding LLC offers to build a custom facility for manufacturers as the master developer; with leases to select art manufacturers at favorable rates.

**Two:** (Develop/sale) LAB Holding LLC offers to sell off custom lots to selected manufacturers of art. LAB Holding LLC offers its' services as a master developer and construction manager to design/build as a fee service.

**Three:** (Sale) LAB Holding LLC offers to sell designated sites directly to an art manufacturer allowing them to build their own facility. Under this scenario, we would do initial site development and utility work only, selling lots to these firms at cost.

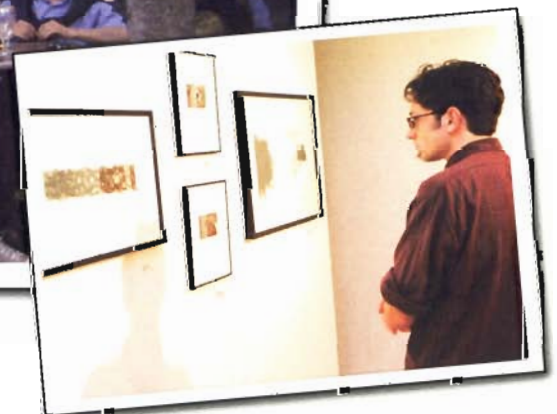
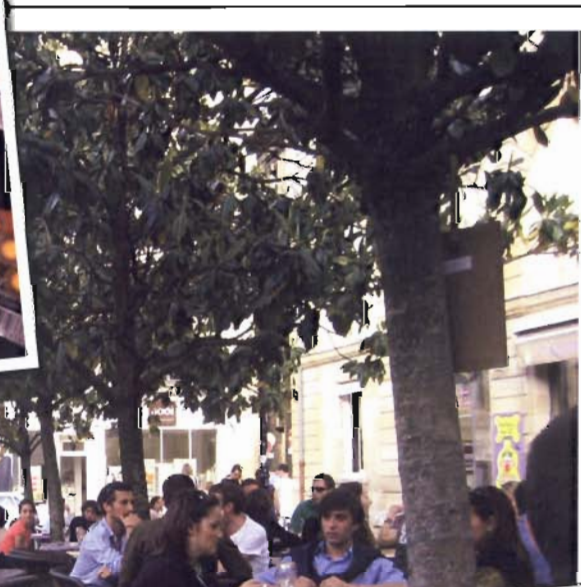




## STRATEGY-SUPPORTIVE USE

Upon selection of key anchor tenants, we will begin recruitment and development of supportive retail. It is our desire to avoid chain, national or conventional retail tenants as well as overlapping uses and duplication of product, especially in a project so directed toward the arts, individuality and creativity. In keeping with the LAB Holding LLC merchandising expertise, many of these businesses will be creative composites of new concepts we develop internally with local experienced business owners placed at the helm. These deeper relationships typically translate to very successful operations and expansion either within the projects or to additional locations.

In addition, we anticipate most tenants will be solicited, negotiated and signed by our in-house leasing dept. and satellite office, with the support of our Tempe/Phoenix consultants, and without the use of conventional retail brokerage houses. Based on our constant international and domestic travel and our long time associations with the fashion and music industries, our Director of Leasing actively maintains a tenant development list specific to each project. We already have commitments from several successful retail and restaurant tenants in the Orange County as well as Tempe area that have expressed their interest in expanding into the AOA project with us and that would compliment the vision. We present their letters of interest as follows as well as letters of reference from tenants at our current projects.







# Roberto-Venn

## School of Luthiery

4011 S. 16th St. • Phoenix, AZ 85040 • (602) 243-1179

Licensed by Arizona State Board  
for Private Postsecondary Education

May 19, 2006

Shahcen Sadeghi  
LAB Holding Group  
709 Randolph St.  
Costa Mesa, CA 92626

Re: *Tempe Arts RFP*

Dear Shahcen,

It was a pleasure to meet with you and the LAB team members last week to discuss the Tempe arts development project. Thanks for making time in your schedule to visit our guitar building school.

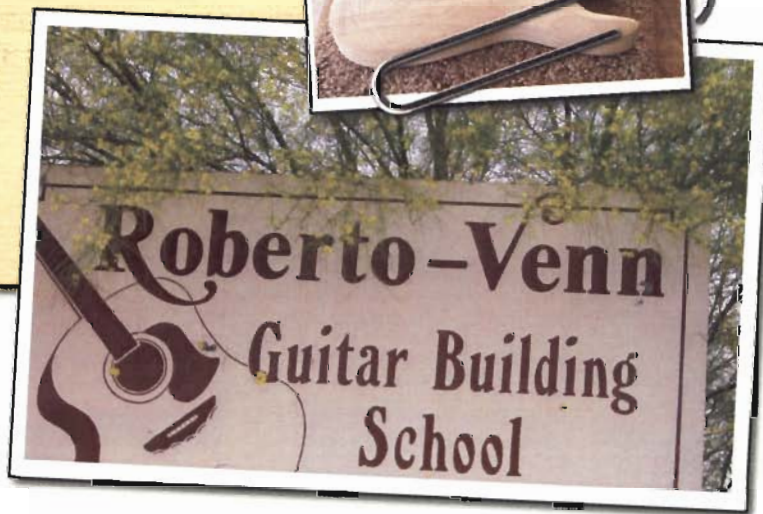
From our initial inquiries with the Tempe City staff, our intention has been to propose a 3 to 4 acre site plan with our designed building elements that make up Wisdom Tree Institute (which includes workshops for our ongoing guitar making school – Roberto-Venn School of Luthiery). We realize that the City of Tempe will be selecting a development team to create a cultural arts enclave for the designated twelve acre site.

We are hopeful that our project will be of interest to the city staff and council members and a desirable addition to the overall project. In that regard we encourage you to include us in any of your proposal plans. We are very interested in any collaborative opportunities that make this development an engaging, artistic, cultural destination.

We look forward to any opportunities of working with you.

Sincerely,

William Eaton  
Director, Roberto-Venn School of Luthiery  
Team Leader, Wisdom Tree Institute





## International Culinary Academy Of Phoenix



May 17, 2006

Re: Artist Village  
International Culinary Campus

To Whom It May Concern:

This letter is being written in support of the developer, Shaheen Sadeghi, of Lab Holdings, LLC. International Culinary Academy of Phoenix, LLC is interested in the master planned arts village where live art feeds off community and the community feeds off live art.

We are excited to be a part of a plan that includes several aspects of "live art." A residential work/ live concept is something that works with academia and professionals related and/ or inspired by the arts. Most developers do not have the vision to integrate the arts as well as the proven track record to do so.

As principal of (list academy name here), we see our specific component of the project achieving local, regional, and international following.

We see the following concepts fitting into their Master plan.

- International Culinary Academy featuring World Master Chefs overseeing five demonstration and observatory kitchen classroom combination.
- State of the art lecture classrooms
- "The Wine Lab" A group of Paso Robles Winemakers will be part of the first teaching wine laboratories outside of the California Wine Country
- Rotating Culinary events and exhibitions and Charity Programs
- "Chefs Tool Box" Store Featuring Culinary Books, Tools, Gifts
- Educational seminars for the public (organic cooking, children's cooking and summer camp, "Bread Camp" Floral and Herb Design class, etc)
- The Demonstration student run restaurant "La Botega"
- "Theatro Culinaire" will be part of the concept a 50 seat culinary theatre that would feature "National and Local Celebrity and Rising Star Chefs for a two night cooking adventure.
- "Corks and Hops Restaurant" separate from the academy run by a World Master Chef.

4143 East Halliban Drive, Cave Creek, Arizona 85331

We prefer to be part of their project as they share the same vision for arts education and integration into daily life as we do. This environment will be synergistic and lively!

We look forward to integrating into your community in the near future.

The body of this letter is intended only for those it has been provided to. Any reproduction/ sharing of content or idea will need to gain permission from the International Culinary Academy of Phoenix LLC.

Sincerely,

Anthony B Damiano  
Principal, Founder and Chairman of the International Culinary Academy of Phoenix  
LLC



## ARTICHOKES & Co.

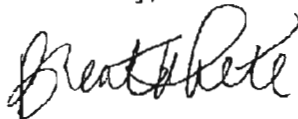
850 South Richards Street, Salt Lake City, UT 84101 | [crates@artichokesandcompany.com](mailto:crates@artichokesandcompany.com) | (p)  
801.474.2784 (f) 801.474.2785

To Whom It May Concern,

This letter is to set forth our interest in leasing a space in the Tempe area in Shaheen Sadeghi's project. We would take aggressive action for opening a retail location with ANY of Shaheen's developments.

As a unique, contemporary gift retailer we are selective in who we do business with and where we choose to locate. We have met with Shaheen and are confident in the performance of his projects. Shaheen has outstanding vision and business sense that will take his development to the next level of distinction.

Sincerely,



Brent White  
VP Marketing





## Harlow

Mr. Neil Calfee  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

Re: RFP for Property West of Tempe Center for the Arts

May 22, 2006

My Name is Kerri Harlow, and I am 30 years old. I am originally from Allentown Pennsylvania, with beginnings in Knobnoster, Missouri and Omaha Nebraska. I have a college education from The University of Maryland, College Park, Maryland. I have crossed the country by road three times, visited Europe, Africa and China. I've taken every opportunity life has afforded me thus far, always jumping in with two feet. And I'd like to think I've learned a thing or two about my world along the way.

One thing I learned for sure, was that in all the places I've lived and all the places I've visited, I hadn't found home, not for myself anyway. So, with the blessing of my family in PA, I moved to California on my own eight years ago to find *my* home. And I did. I found *home* in Costa Mesa, California at The Lab.

I first set foot at The Lab with my former boss, owner of a men and women's boutique called Black & Blue. We were preparing to open a second location at The Lab, choosing the site as the perfect spot to showcase what is different, what is unique, what is beyond Orange County. I had been told this was just the place, and it was. It was unlike any "mall" I had ever been to, unlike any experience I could draw from, it was thriving with authenticity and creativity. And although I originally felt out of my element, out of what I defined a mall to be, it took me just a moment to open my eyes a little wider and see. It was its' own community that was open and progressive and inviting all at the same time and I immediately wanted to be a part of this community.

That was three years ago. And since that first day I came to The Lab, I have bought that little boutique called Black & Blue and turned it into my own dream named Harlow. The opportunity provided to me by The Lab and by Shaheen is one I will never take for granted. The sense of home and community I feel there has provided me with a dream job, a dream life really. And I couldn't have imagined it any better for me. I couldn't imagine a better place to spend my time, to live, to learn and to grow. I hope to become a permanent fixture at The Lab and in the lives of those who join our community, for it's the ideal sense of belonging. It is my home, not just my place of business, not just a mall.

So when I was asked to write this letter, to try explain what The Lab means to me, what I believe it means to the lives of those who visit us everyday, it wasn't a matter of *would* I, it was a matter of *how* would I. How would I define all that is the joy of life at The Lab? I guess I need only to draw from my customers, faithful, loyal customers who thank us every day for looking beyond the mall, for providing them more than a product, more than simple sale, more than a store. We are an ever evolving, globally minded community fostering acceptance of individuality. We acknowledge the beauty of uniqueness and we think beyond what is common. We provide a necessary and welcomed alternative to the everyday. But most importantly, we live life at The Lab, and we love it.

I truly do "Love Life Here."

Sincerely,



Kerri Harlow





THE LAB • 2930 BRISTOL STREET, COSTA MESA, CA. 92626 • 714 751 0111

May 22, 2006

Mr. Neil Calfee  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

Re: RFP for 12 acres west of Tempe Center for the Arts

Dear Mr. Calfee:

This serves as a letter of interest in the proposal the LAB is submitting for the artist village in Tempe, near the Tempe Center for the Arts.

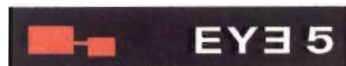
I was one of the original tenants at the LAB retail center here in Costa Mesa. As a salon operator at another location in the City for many years, I certainly appreciated Shaheen's creative vision and his ability to recruit and develop local businesses into new and exciting possibilities. He has a keen merchandising eye for combining complimentary businesses and nurturing local talent. My own salon has thrived at the LAB over the years, expanding twice. I've recently joint ventured with Shaheen in opening another salon within the Sobeca arts district.

I recommend Shaheen to you as a visionary and entrepreneur. I would also like to express our interest in possibly moving into the Tempe area as a tenant in the artist village project.

Sincerely,

Tom Gaglio  
Owner  
Crew Salon





2930 Bristol Street  
Costa Mesa, CA 92626  
714.557.2044

May 22, 2006

Mr. Neil Calfee  
City of Tempe  
Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

Dear Mr. Calfee:

I am writing as a current tenant at the LAB retail project in Costa Mesa, CA in support of Shaheen Sadeghi and his proposal in Tempe.

Shaheen is well known for his wealth of experience in creative commercial development, and his most unusual expertise in developing tenants from "scratch" so to speak. Previously a partner in a San Francisco branded retail environment, in working with Shaheen I identified a product need specific to this area and crafted a business mission. After almost 2 years at the LAB project here in Southern CA, I'm happy to report incredible sales figures rivaling those of the highly successful South Coast Plaza just a short distance away.

I would look with interest to any project Shaheen pioneered and hope to expand our business along with any of his new endeavors.

Sincerely,

Todd Moore  
Principal  
Eye Five





AIRe Global Cuisine 2937 Bristol St., #a103, Costa Mesa, CA  
92926 @ the camp / tel.714.751.7099 / fax.714.751.7066  
[www.aireglobal.com](http://www.aireglobal.com)

May 23, 2006

Attn: Mr. Neil Calfee  
City of Tempe Community Development Department  
P.O. Box 5002  
Tempe, AZ 85280

Re: RFP for Property West of Tempe Center for the Arts

Dear Mr. Calfee,

I am writing in support of Shaheen Sadeghi's proposed development in Tempe, Arizona.

As a first time tenant of Shaheen Sadeghi's The Camp in Costa Mesa, CA, we are proud to be part of his vision that not only brings in a community of culture, but also an opportunity for commerce. The Camp and The Lab, which is located in the SoBeCa district south of the famous South Coast Plaza, was a much-needed project that revitalized an area that was not only asleep, but void of vision. AIRe Global Cuisine is looking forward to be part of the proposed Tempe project. Shaheen has an incredible vision that harnesses culture and commerce seamlessly. If given the opportunity to develop, your community could only prosper from his unique and much-needed project. AIRe has every intention to expand our business to future projects created by Shaheen.

Best regards,

Michael Bassler  
Managing Partner

## The Gypsy Den

2930 Bristol St., B102, Costa Mesa, CA 92626  
(714) 835-8840

Mr. Neil Calfee  
City of Tempe  
PO Box 5002  
Tempe, AZ 85280

Re: Twelve Acres West of the Tempe Center for the Arts

Dear Mr. Calfee:

I am the owner/operator of the Gypsy Den Café at the LAB and have been a tenant there since its inception, over 12 years ago. It's been an incredible experience to part of the LAB and we have renewed our lease option there for an additional 10 years. Due to our success at the LAB, we were able to open an additional location seven years ago in the Artists Village in Santa Ana, CA.

We have been a local staple for breakfast, lunch and dinner offering a moderately priced, unique menu – with an emphasis on healthy cooking – consisting of unusual salads and sandwiches, homemade soups, fresh juices and smoothies, and other breakfast, lunch and dinner entrees, not to mention our from-scratch breads, desserts and bakery items. O.C. Weekly publication has recognized us on numerous occasions as being one of the "Best Coffeehouses" in Orange County.

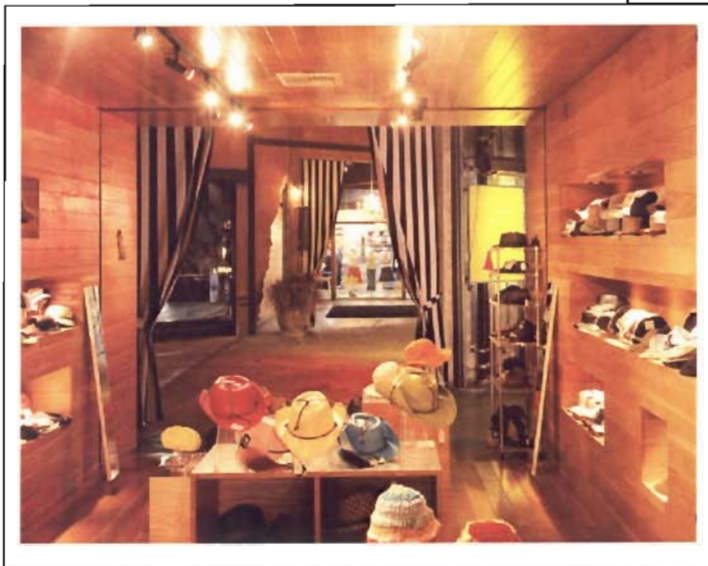
We look forward to expanding our unique concept in conjunction with any future LAB developments and hope to continue our extraordinary relationship together.

Sincerely,

Catherine Graziano  
President, The Gypsy Den Inc.









## *Humanitaire*

To Whom It May Concern:

It is my pleasure to recommend Shaheen Sadeghi for any future retail development in your community.

My daughter and I recently opened a cruelty-free boutique for men and women in THE CAMP, a retail center developed by Shaheen. Our store is called Humanitaire – a French word meaning “to be humane.” We carry shoes, clothing, bags, belts, skin care, and cosmetics all without the use of animal testing, skins, furs or ingredients. We also do not carry anything made in sweat shops. We also carry clothing designed by local artists and designers.

When we presented our store concept to Shaheen, he felt our philosophy would fit perfectly at THE CAMP, since it is a healthy lifestyle retail center. After our first meeting, I realized that Shaheen views his retail center as a living, evolving and artistic retail experience that contributes to the community. To help us get started, as this was our first retail store, Shaheen was willing to meet with us several times to get the right design concept for our store.

One of the things that impresses me at THE CAMP is its nurturing of the individual through artistic expression as displayed through the various community activities offered at THE CAMP. Most recently, our store hosted an art show and book signing for “Food Without Faces.” This event brought the artists, authors of several books and musicians together to raise awareness of the farming of animals for consumption.

We participate in joint marketing activities for THE CAMP and we believe that the quality of activities organized by Shaheen and ably executed by his marketing director provide a level of marketing support which we could not develop by ourselves.

Shopping at THE CAMP is an experience which welcomes the individual and we see great diversity in the customers which regularly come through our doors and attend the community events.

We think Shaheen’s retail vision is at the forefront of the 21<sup>st</sup> century retailing and we are happy campers!

Sincerely,

Melanie Packer  
Humanitaire  
2937 S. Bristol Street, Suite A101A  
Costa Mesa, Ca 92626





**active<sup>R/S</sup>**

5491-C Philadelphia St. Chino, CA. 91710

Chino 917 250 8110 - Chino 909 463 1600 - Hemet 909 693 4155 - 909 463 1600  
San Dimas 909 392 7067 - Arcadia 760 839 6941 - Rancho Cucamonga 909 463 1600



**Active Wallace Group**  
**From the desk of Shane Wallace**

May 24<sup>th</sup>, 2006

To Whom It May Concern:

I am writing this letter on behalf of the Camp, Costa Mesa, CA. and its Management Team.

Active Ride Shop has been a tenant at the Camp in Costa Mesa for 2 years. The Camp is extremely unique to the Southern California Market and the developers have created a world class shopping destination in Orange County, CA.

I believe that future Camp projects would not only improve the community and its surroundings, it would also set your retail environment apart from any other shopping destinations in the United States. Every visit to the Lab & Camp inspires me and presents me with a refreshing vibe.

My Best,

Shane Wallace  
AWG/President





## Orange Marine Corporation dba Zipangu

3200 Bristol St, Suite 570 Costa Mesa CA 92626

TEL : 714-825-8501 FAX : 714-825-8502

Email : [fred@zipanguoc.com](mailto:fred@zipanguoc.com)

May 22, 2006

Mr. Neil Calfee

City of Tempe Community Development Department

P.O. Box 5002

Tempe, AZ 95280

Re: RFP for 12 acre development near Tempe Center for the Arts

To Whom It May Concern:

I am writing this letter of reference regarding Mr. Shaheen Sadeghi.

Having a very successful family restaurant business in Japan, and before opening my first restaurant in the United States, I searched and visited over 60 sites throughout Orange County. It is only with Mr. Sadeghi's project, the LAB retail center, that I found a unique and special environment, a solid and focused vision and the development and creation of a true cultural community. This has been a great match for my business and we look forward to a long and successful relationship together.

Based on my success at the LAB center, I would look with interest to expanding my operation to any project the LAB Holding team undertakes. I feel they have a special mission uncommon to other developers to ensure long lasting and special places.

Regards,



Fred Fukushima

Owner

Zipangu Japanese Fusion Cuisine



**Buffalo**  
**EXCHANGE®**  
New & Recycled Fashion

April 11, 2006

Via Fax and Mail  
714.966.1177

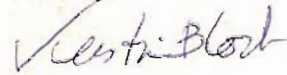
Shaheen Sadeghi  
Little American Businesses, Inc.  
709 Randolph Avenue  
Costa Mesa CA 92626

Re: The Lab Store

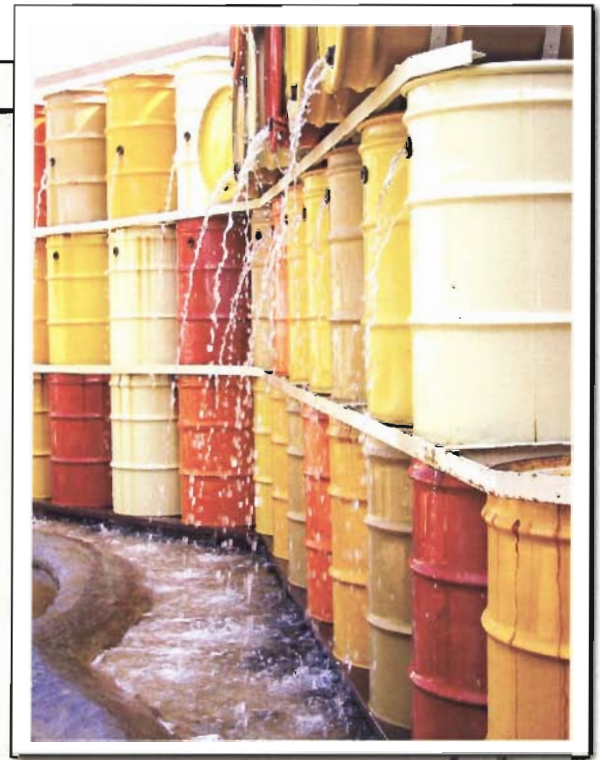
Dear Shaheen:

Our store at The Lab is doing great. Sales have continuously increased since we opened and we are very happy with the performance of the store. We think your concept for this shopping center is great, and are happy to be a part of it.

Sincerely,



Kerstin Block  
President



209 E. Helen Street

P. O. Box 40488

Tucson, AZ 85717

(520) 622-2711

FAX (520) 622-7015

E-mail: [contact@bufex.com](mailto:contact@bufex.com)

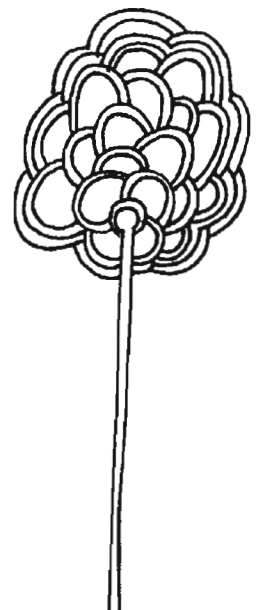
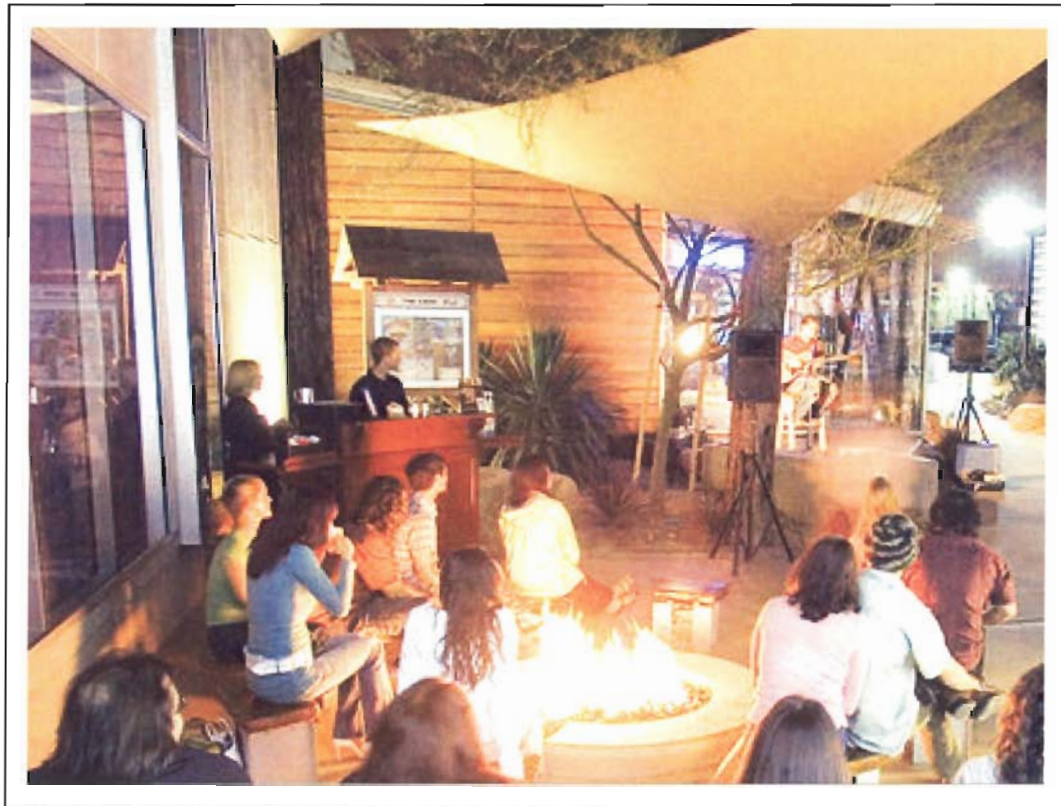
[www.buffaloexchange.com](http://www.buffaloexchange.com)

## STRATEGY-RETENTION

Once a project is near end of construction, our operations team establishes their roots. A key factor to tenant retention is our personalized and specialized on site personnel ensuring seamless communication as well as responsible follow up on property management issues. LAB Holding LLC inherently employs creative professionals and intends to follow suit for AOA, thus easing the usual disconnect between such a specialized “tenant” and “landlord”. Our site specific in house marketing and community relations staffing serve as supportive consultants and partners to our tenants in addition to community building throughout our projects. This added professional service builds lasting synergistic relationships which translate into long term tenancies, reduced vacancy factors and profitable business. As another example, we would anticipate the employ of local art students as on site interns. Not only do they serve as valuable management envoys, their talents enrich the grounds with ongoing art projects and installations.

AOA desires to be a self sustained and vibrant community. As an integral part of the project, AOA looks to offer many of the supportive services that a true artist village will require and appreciate: print shop, art supply store, book store, mail center, extra storage space for oversized items. Living amenities include health food grocery store, full service gym, “green” dry cleaners and community e-mail newsletter and concierge.

LAB Holding has built a strong reputation as an involved participant in the ongoing operations of our projects and the success of the approach is evidenced by our high sales figures and high tenant retention rates.





# Artist Mix

Artists live in multiple disciplines: graphic design, sculpture, galleries, live/work active workshop environments, and perhaps less obviously in unique retail environs, culinary endeavors, educational and performance venues. We believe art is the common thread for all tenants and residents of AOA.

First and foremost, we have allocated approx. 30,000 sq.ft. to the art manufacturing anchor tenants.

In addition, of approx. 150,000 sq.ft. of planned innovative and supportive retail space, our plans for artists mix include:

- art education, culinary school, childrens' art	35%
- smaller boutiques, innovative retailers	30%
- culinary venues, cafes, coffee houses	15%
- galleries, co-op kiosks	15%
- theatre, film screening venue, theatre	5%

Please note the following brief synopsis of these supportive retail uses.

## ART EDUCATION

A primary function of community interaction is education. With such an array of artistic talent, our opportunities for facilitating this interaction with the public are tremendous. We are in initial conversations with the Art Institute in Phoenix and a foremost culinary school, for example. These venues most importantly serve the families of visiting art patrons as well as entice public interest and participation to the project.

## RETAIL

AOA will be recruiting and developing a powerful group of specialty and boutique retail stores. These stores will be selected based on products with artistic flavor and appeal. We will not be utilizing any national or chain tenants. As in our projects in Orange County, we will look to develop many of these retail tenants to ensure originality and innovative product offerings.

## RESTAURANTS AND FOOD SERVICES

LAB Holding LLC realizes the importance of first class dining facilities to serve as project anchors, providing a universal commodity and acting as an important draw to visitors. AOA will offer a series of boutique restaurants in addition to a culinary school run by students. The idea of a "boutique" restaurant is to create a special place and experience. LAB Holding LLC's experience of actually developing restaurant concepts will play a major role here in making sure each restaurant, coffee house, tea house, bakery, wine and cheese shop, deli, etc. are well planned, individual, complimentary and unduplicated.



## GALLERIES

Co-Op Kiosk and The ARtery are gallery brands currently owned and operated by the LAB Holding group wherein we create a series of custom made and artistic spaces for artists to display and sell their wares. Space is offered on a short term and rotating basis to generate excitement and energy as well as a variety of work. We plan to continue this program throughout the AOA grounds by locating the spaces/kiosks throughout the central park area.

## THEATRE

Performance arts stimulate the environment with ever changing venues and offerings for public entertainment and recreation. We feel it important to offer an intimate theatre venue for film school presentations as well as art film screenings. A neighborhood theatre on the grounds of AOA would not only serve as a visitor and commercial draw, but also as a service to local artists and live/work residents.

In addition, we envision artists and art patrons to enjoy almost 80,000 sq.ft. of creative residential and live/work space.

## ART STUDIOS AND WORKSHOPS

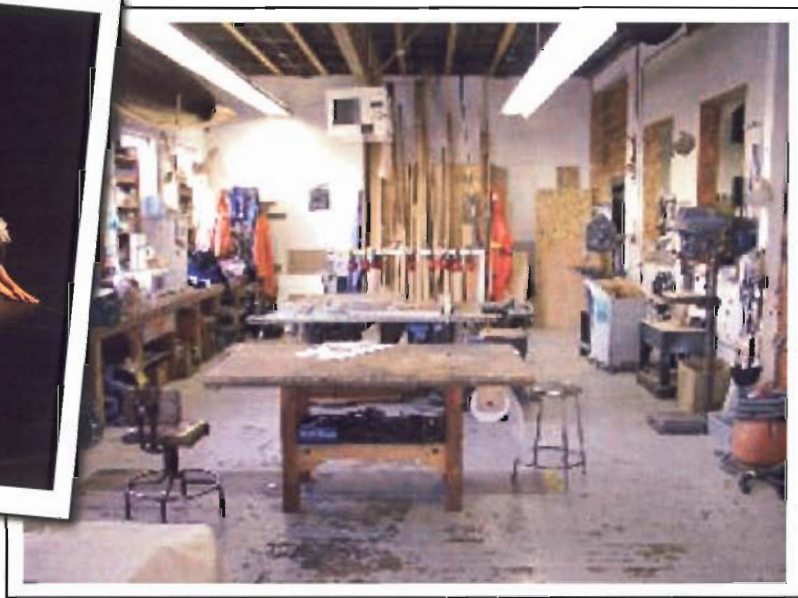
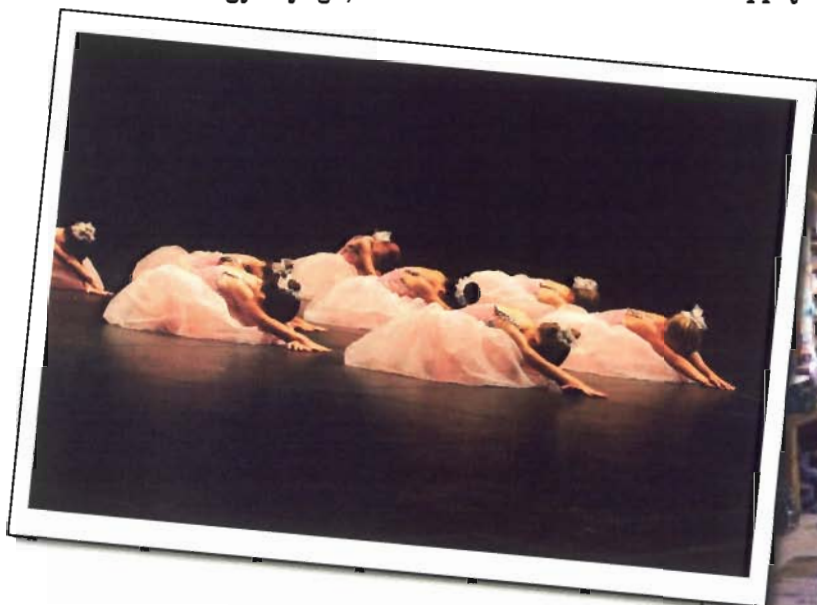
AOA will make available a series of art studios which can be rented by artists as workshop space. These facilities will be offered with both short and long term leases. The workshops will also be offered to either visiting artists on sabbatical or graduating collegiate art students as transitional space.

## LIVE/WORK

Cultural creatives as well as practicing artists will find innovative live/work space at AOA. Upper level spaces will be dedicated to living space, and ground floor space organized for production working space or office suite. A few live/work spaces may be allocated for graduating art students as transitional space with favorable rates.

## LIVING STUDIOS

The residential component for this project entails very open, undivided spaces for residents to create personalized living environments. Shared courtyards, access to the central parkway, amenities such as a local gym/yoga, and conference rooms will supply needed professional services.





C

We feel strongly that based on the Tempe community and commitment to the arts as evidenced in their support of the emerging Center for the Arts, a boutique hotel to service general visitors, performers, and residents is in demand. We have an ongoing relationship with the foremost boutique hotel operator on the West Coast, *Joie de Vivre* out of San Francisco. No other operator can rival their success story in decades of building unique, one of a kind, site specific boutique hotels often despite unusual circumstance, municipality, historical society restrictions (common in San Francisco) and Coastal Commission restraints. Although the initial 12 acre site would not fully accommodate such a key component, we mention it in hopes the City will recognize the need and incorporate it into the Master Developer plan.

### BOUTIQUE HOTEL

A boutique hotel compliments the AOA project within our plan, as a key component in Phase II development. With an additional 4-5 acres, our collaborator, *Joie de Vivre* out of San Francisco, would operate more than 100 rooms as well as a small convention center facility for the use and benefit of the community as well as visitors. This foremost boutique hotel operator boasts an incredible resume of unique, thriving operations within the competitive California market. The AOA offering would be the first extension into the Arizona market. (for more information visit [www.jdvhospitality.com](http://www.jdvhospitality.com)).

### TCA CONNECTION

Structure, public space and even topography design for AOA has been carefully thought thru to fully support, integrate and compliment the new Center for the Arts in Tempe. The AOA village serves as a great park compliment to the sleek and powerful performing arts center; much like the vibrant Sobeca arts district compliments the Orange County Performing Arts Center and related venues. The cultural synergies will create a dynamic and non-competing resource for the arts community and a draw of interest for the general public. AOA will also serve as a unique restaurant, retail and smaller venue entertainment area as an extension of and in support of the new performance center attendees. Multiple opportunities for joint events and co-marketing present themselves.



AOA  
AREA  
OF  
ARTS

# Summary

Our organization, with its' deeply rooted decade long history of commitment to both the arts as well as community building, offers a perfect solution to the City of Tempe's quest for master developer for the artist village project.

For over a decade we have built a well respected and recognized team dedicated to breaking the molds of conventional and homogenized commercial development. We reject the paths of least resistance by actively seeking, merchandising and building new retail concepts, even originating new tenants and uses by combinations of trend analysis with existing local operational experts. We take pride in customization, specialization, the creative and the atypical.

We bring years of experience of hands on operations, including the all important aspects of creating meaningful events, activities, entertainment venues supporting local talent, schools and neighboring businesses. We are long term investors and holders that take a deep interest in community: we reject the formula of building, selling and leaving town.

Thank you for the opportunity to present our vision. We have the experience and dedication to make Area of Arts a reality.

